DOCUMENT RESUME

ED 421 049 HE 031 392

TITLE	Show-Me. Higher Education: Results of the Blueprint. Missouri Department of Higher Education. 1997 Annual Report.
INSTITUTION	Missouri Coordinating Board for Higher Education, Jefferson City.
PUB DATE	1998-05-00
NOTE	47p.
PUB TYPE	Reports - Research (143)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Academic Achievement; *Access to Education; *Accountability; College Students; Educational Objectives; *Educational Planning; Governance; Higher Education; *Outcomes of Education; Program Evaluation; *Self Evaluation (Groups); Strategic Planning; Student Financial Aid; Technical Education
IDENTIFIERS	*Missouri

ABSTRACT

In 1996, Missouri's Coordinating Board for Higher Education adopted a new strategic plan. This annual report describes the efforts in 1997, of Missouri's higher education community to meet these goals. The report's findings, which are listed by initiative, include the following: (1) institutional mission review and enhancement efforts entered their third phase during 1997, with four institutions receiving funding for their enhancement programs; (2) Missouri Student Assistance Resource Services, which provides postsecondary financial assistance to Missouri families through outreach programs and the administration of state and federal aid programs, assisted nearly 86,000 students with grant, scholarship, and loan awards totaling $288 million annually; (3) telecommunications-based delivery of education, implemented under the guidance of the telecommunications advisory group, included the first dedicated state appropriation ($5 million) for the Missouri Research & Education Network to connect to the Internet and continued work on the development of a statewide automated library system; (4) Missouri's state plan for postsecondary technical education was clarified in response to several emerging issues; and (5) the Funding for Results program led to improved student performance and increased student academic success, retention, and job placement. Appendices provide information on academic affairs, higher education funding, legislation, and statistics, planning and policy development, and Missouri's proprietary school certificate program. (MAB)

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show-me Higher Education

results of the blueprint

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Missouri Department of Higher Education - 1997 Annual Report

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about the board

The Missouri Coordinating Board for Higher Education was authorized by an amendment to the Missouri Constitution in 1972 and established by statute in the Omnibus State Reorganization Act of 1974.

The board, which heads the Missouri Department of Higher Education, serves without compensation. The nine members, one from each congressional district, are appointed by the governor and confirmed by the Senate. The term of appointment is six years; no more than five of the nine members may be affiliated with the same political party.

Lynn Ewing, Jr.
Nevada

Mary Findley
Poplar Bluff

From the Commissioner

Kala M. Stroup

May 1998

Dear Governor Carnahan, Members of the Missouri General Assembly, and Citizens of Missouri:

In 1996, the Missouri Coordinating Board for Higher Education adopted a new strategic plan, *The Blueprint for Missouri Higher Education*, combining five strategic initiatives: (1) institutional mission review and enhancement, (2) Missouri Student Assistance Resource Services (MOSTARS), (3) telecommunications-based delivery of education, (4) postsecondary technical education, and (5) Funding for Results.

Through the state's continued investment in these five initiatives, Missouri higher education is working to provide the citizens of Missouri a postsecondary educational system that is accessible, efficient, and of high quality.

We've already realized some tremendous results. In 1990, Missouri was well behind the national average for associate, baccalaureate, graduate, and professional degree attainment. Today, this gap has largely been closed. Approximately 189,000 students are pursing higher education at the state's public colleges and universities, another 86,000 at Missouri's independent institutions, and more than 40,000 at private career schools in Missouri. More than 49,000 students graduated from Missouri's colleges and universities last year, 2,500 more than in 1992. Nearly 1 million Missourians age 25 and over have an associate degree or higher, an increase of more than 29 percent since 1992.

Much progress has been made to improve the access, quality, and efficiency of the state's higher education system, but work still remains. The Coordinating Board for Higher Education, the State Board of Education, and the University of Missouri Board of Curators joined together in the creation of the Missouri K-16 Coalition. This coalition of 22 business, education, and government leaders will work during the next year to create a seamless educational system and raise expectations and performance levels of students at all educational levels.

I am pleased to present this annual report of the actions of the Coordinating Board and the activities and achievements of the Missouri higher education community during the past year. Missouri's investment in higher education is paying off. The higher education community wants to be accountable to the people of Missouri; we are committed to continually working toward universal access to an educational system that is affordable, efficient, and of the highest quality.

Respectfully submitted by,

Kala M. Stroup

Kala M. Stroup
Commissioner of Higher Education
State of Missouri

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Conducting, in consultation with each public four-year institution's governing board, and the governing board[s] of technical colleges and community colleges, a review every five years of the mission statements of the institutions comprising Missouri's system of public higher education.

173.030(7) RSMo

In 1995, the Missouri General Assembly passed Senate Bill 340, directing the Coordinating Board for Higher Education (CBHE) to review the missions of the state's public colleges and universities every five years. Later that year, the Coordinating Board constructed a three-phase mission review schedule. In April 1996, the Coordinating Board outlined the process to be used in the review of institutional missions and the information to be submitted by each institution during its mission review.

Through the Coordinating Board's institutional mission review process, colleges and universities develop plans to focus on what they do well and need to enhance, what they are not doing but need to do, and what they currently do that should be eliminated. Strategies to help institutions become more distinctive in what they are and do are mutually identified by the institution and Coordinating Board staff. Performance measures are established to assess mission achievements and demonstrate accountability. Mission enhancement plans are funded through the reallocation of institutional funds and, for selected strategies, state appropriations recommended by the Coordinating Board.

Phase I Institutions

The Coordinating Board began the institutional mission review process with the Phase I institutions in 1995. The review resulted in more focused missions for **Missouri Southern State College**, **Missouri Western State College**, and **Southwest Missouri State University**. CBHE staff worked with representatives of these three institutions to develop a mission enhancement plan for each. In October 1995, the board approved the plans and recommended first-year funding for the programmatic initiatives described in them.

Southern, Western, and Southwest submitted second-year mission enhancement plans and were recommended for additional funding in the FY 1998 budget recommendations, approved by the Coordinating Board in October 1996.

In April 1997, these Phase I institutions submitted progress reports on the implementation of their respective first-year mission implementation plans. The Coordinating Board approved their third-year mission enhancement plans and recommended third-year funding as part of the FY 1999 budget request in October 1997. The fourth and final mission enhancement funding recommendation is expected in FY 2000. The institutions will report the results of their mission enhancements in FY 2001.

Missouri's **community colleges** are associate degree-granting institutions with open enrollment admissions. Specializing in workforce development, they are Missouri's lead institutions in delivering postsecondary technical education in partnership with the state's area vocational technical schools. The *State Plan for Postsecondary Technical Education*, approved by the Coordinating Board in June 1996, represents the mission enhancement plan for the state's community colleges.

Each fiscal year, the community colleges submit plans for technical education delivery developed by their respective Regional Technical Education Councils (RTECs) and then report the results of those plans to the Coordinating Board during the following year. A portion of each community college's budget recommendation is based on the results of the college's RTEC plan from the previous year as well as the planned initiatives in its new RTEC plan.

Linn State Technical College (LSTC) is an associate of applied science degree-granting institution with a mission focusing on highly specialized technical education. The college was converted from a vocational technical school to an institution of higher education with the passage of Senate Bill 101 in 1995. Linn State then developed a five-year mission implementation plan that was approved by the Coordinating Board in June 1996. Since then, Linn State has submitted regular reports

"Colleges and universities must simultaneously become more nearly interchangeable nodes on an expanding educational network, and, as individual institutions, they must become more distinctive and discernable from one another."

Policy Perspectives, Pew Charitable Trusts, April 1995

Northwest Missouri State University

Winner of the 1997 Missouri Quality Award

Ranked among *Money* magazine's 1997 Best College Buys

Drury College
Rockhurst College
Truman State University
University of Missouri – Columbia
Washington University
Westminster College
William Jewell College

of its progress in implementing its five-year plan and attaining North Central Association (NCA) accreditation.

Linn State formally began the NCA accreditation process in February 1997. Several committees were formed to address specific areas needing development, including admission, placement, developmental education, and academic support. The college made significant progress toward accreditation during 1997.

The LSTC Board of Regents adopted a new personnel policy that assures all new faculty will have the appropriate degrees to satisfy accreditation requirements. In September 1997, the Board of Regents approved a new admissions policy and adopted an assessment policy requiring all students be assessed in the discipline as well as general education.

Two new technical degree programs were offered in the fall 1997 semester. A 19-hour general education core has been established and will be completely incorporated into the schedule by the fall of 1998. A plan to change all programs from clock to semester hours is being implemented.

Linn State submitted a self study to NCA in September 1997. In October, NCA conducted a site visit to verify that the 24 General Institutional Requirements expected of all higher education institutions are present at LSTC. After its visit, the NCA evaluation team unanimously recommended Linn State for accreditation candidacy.

Mission Review & Enhancement

Phase I Institutions	Admission Categories	Degree Level
Southern	Moderately selective	Baccalaureate
Western	Open enrollment	Baccalaureate
Southwest	Selective	Master's
Community Colleges	Open enrollment	Associate
Linn State	Open enrollment/Selective	Associate
Phase II Institutions		
Central	Moderately selective	Master's
Northwest	Moderately selective	Master's
Southeast	Moderately selective	Master's
Phase III Institutions		
Lincoln	Open enrollment	Master's
Univ. of Missouri	Selective	Doctoral
Cycle 2		
Harris-Stowe	Moderately selective	Baccalaureate
Truman State	Highly selective	Master's

Phase II Institutions

Central Missouri State University, **Northwest Missouri State University**, and **Southeast Missouri State University** underwent mission review in 1996. In October of that year, the Coordinating Board recommended FY 1998 funding for the programmatic initiatives described in their first-year mission enhancement plans.

The Coordinating Board recommended second-year funding for the mission enhancement of Phase II institutions in October 1997. These institutions are expected to receive annual mission enhancement funding through FY 2001 and submit final reports of the success of their mission enhancements in FY 2002.

Phase III Institutions

During 1997, CBHE staff met extensively with the administrators and governing boards of **Lincoln University** and the **University of Missouri** to review the institutions' missions and develop first-year mission enhancement plans. The Coordinating Board recommended first-year funding for the plans in October 1997.

In April 1997, **Harris-Stowe State College** and **Truman State University** reported the progress they had made in implementing their strategic plans previously approved by the Coordinating Board. Later that year, CBHE staff worked with representatives of these Phase III-Cycle 2 institutions to prepare new five-year plans. The Coordinating Board approved the new plans as well as first-year mission enhancement funding for the two institutions in October 1997.

Phase III institutions anticipate annual mission enhancement funding through FY 2002. They will report the results of their mission enhancements in FY 2003.

Educational Partnerships

Through mission review, the Coordinating Board is encouraging institutional partnerships for the delivery of instruction. Partnering allows institutions to share resources and build on each other's strengths to maximize the educational opportunities available throughout the state while minimizing the duplication of educational delivery. Several educational consortia are setting the trend for the future delivery of education.

Approved by the Coordinating Board in June 1988, the **Bootheel Education Consortium** was one of the first operational consortia in Missouri higher education. Southeast Missouri State University, Three Rivers Community College, four area vocational technical schools, and the University of Missouri Extension Program work together to provide access to postsecondary education for the residents of Malden and its surrounding communities in the six-county region of southeast Missouri known as the "bootheel." The consortium offers more than 50 (lower division) courses to approximately 500 students each semester. Enrollment in courses offered through the consortium continues to increase.

The **Northwest Missouri Educational Consortium** is a partnership between Missouri Western State College, North Central Missouri College, Northwest Missouri State University, the University of Missouri, and area vocational technical schools (AVTSs) in Bethany, Brookfield, Carrollton, Chillicothe, and Maryville.

The consortium was created in October 1996 to assess the postsecondary educational needs of northwest Missouri, identify the institution(s) to meet those needs, foster the development of network infrastructure (where needed) to deliver educational programming, and develop or contract for the necessary student support services.

Funding for the consortium was included in Northwest Missouri State University's mission enhancement proposal. A board of advisers – including citizens from the region; representatives from the member colleges, universities, and AVTSs; and the commissioner of higher education – directs the activities of the consortium. The board of advisers created subcommittees on academic programs, operations, technology, needs analysis, and instructional support to address specific issues in these areas.

The consortium developed a strategic plan in late 1997, describing the member institutions and stating its goals and planned activities. An educational needs analysis of the region is to be completed in mid-1998. In the interim, chief academic officers from the member institutions are jointly planning and developing programs using known approaches in apparent areas of need. Several of the member institutions are currently offering courses through the consortium.

Forty-three offerings are planned for the fall 1998 semester, including 13 delivered at a local business. Consortium members hope to deliver 48 academic programs through the consortium by the spring 2000 semester. Initially, nearly all courses will be delivered by synchronous two-way video; but over time, use of the Internet for both synchronous and asynchronous delivery is expected to increase. In the coming years, the consortium members will continue to work to establish telecommunications links between institutions, expand centralized student records and services, and build additional electronic classrooms to support the delivery of education in the rural, sparsely populated region of northwest Missouri.

In late 1996, Lincoln University, Mineral Area College, Southeast Missouri State University, Three Rivers Community College, and the University of Missouri officially joined together to form the **Southeast Missouri Educational Consortium**. The consortium was created to coordinate the delivery of accessible and affordable educational programs to support economic development and improve the quality of life in southeast Missouri.

Consortium members are working to increase the course offerings and enrollment at local outreach sites through 22 existing cooperative ventures, including a cooperative pre-admission program, cooperative 2+2 programs, and

1997-98 John Templeton Foundation Honor Roll for Character-Building Colleges

- Central Methodist College
- Park College
- Saint Louis University
- Southwest Missouri State University
- William Jewell College

University of Missouri – Columbia

1997 Theodore M. Hesburgh Award for Faculty Development to Enhance Undergraduate Teaching & Learning

College of the Ozarks
Drury College
Truman State University
Washington University

Ranked within the Top 20 Best Colleges and Universities in the Midwest for quality and low cost by *U.S. News & World Report*

cooperative graduate programs. Ten additional cooperative programs are being planned. Members held a briefing on the consortium's activities for state legislators in October 1997.

Twelve **Regional Technical Education Councils**, one in each of the 12 community college districts, have been established to direct the planning and delivery of technical education throughout the state. These 12 councils include more than 400 local business, education, and community leaders. Together, the local members identify the technical education programs needed in their respective regions and coordinate the delivery of the educational programs at appropriate locations.

The **Cooperative Ed.D. in Educational Leadership** is an innovative program offered through the cooperation of the University of Missouri-Columbia, Central Missouri State University, Northwest Missouri State University, Southeast Missouri State University, Southwest Missouri State University, and the University of Missouri-Rolla. The Coordinating Board approved the doctoral program in December 1996, and the cooperating institutions signed the agreement in April 1997. The program was launched during the summer 1997 semester. Initial results show a high level of student performance and satisfaction.

These partnerships are just a few examples of the ways in which Missouri colleges and universities are working together. Additional partnerships in Missouri higher education are being developed as a result of the telecommunications-based delivery of education.

More information on MOREnet and MOBIUS can be found in the **Telecommunications-based Delivery System** section on pages 11-13.

Institutional Nomenclature

When an institution requested a name change in the fall of 1997, the Coordinating Board reviewed the request within the policy directives of Senate Bill 340 (mission review).

In the absence of a specific policy on institutional nomenclature, the Coordinating Board directed Commissioner of Higher Education Kala Stroup to invite American higher education scholars to study Missouri's system of higher education in the context of the Carnegie Foundation for the Advancement of Teaching's institutional classifications. The Missouri Institutional Nomenclature Study Commission was appointed to compose a background paper that will be used to develop guidelines to consider institutional names within the context of the Coordinating Board's institutional mission review responsibilities and present a report to the Coordinating Board in spring 1998.

Each of Missouri's colleges and universities has established a unique mission to enhance the quality and efficiency of the entire system. Through the combined resources of strong public and private schools, colleges, and universities, Missourians have access to a balanced, high-quality system of higher education.

The Coordinating Board shall be the administrative agency for the implementation of the program.

173.210 RSMo

The Coordinating Board for Higher Education (CBHE) approved a new organizational structure within the Missouri Department of Higher Education, called Missouri Student Assistance Resource Services (MOSTARS), in October 1997.

Governor Mel Carnahan has emphasized the importance of having universal access to the 13th and 14th years of education. The reorganization of the Missouri Department of Higher Education's student financial assistance programs was initiated to address Governor Carnahan's goal of providing postsecondary educational opportunities to Missouri citizens through a cost-efficient, consumer-oriented system.

With this in mind, Commissioner of Higher Education Kala Stroup and CBHE staff evaluated the following items relating to student assistance programs:

- Current services offered to Missouri citizens
- Additional early awareness services and outreach activities that are necessary to ensure that students have access to postsecondary education
- The importance of institutional, state, and federal government partnerships relating to student assistance
- How the student financial assistance staff currently operates, both internally and externally

Following this evaluation, it was determined that students would be better served if the administration of the grant, scholarship, and loan programs were combined into one student assistance area. As a result, MOSTARS was created to best describe the role of the new area to reflect a "one stop shop," which, in coordination with high school counselors and college and university financial aid offices, will provide resources and information to ensure that Missouri citizens have an opportunity to finance postsecondary education.

The greatest challenge to the MOSTARS staff has been to consolidate the administration of existing programs and services with new statewide initiatives into one area with new goals and objectives. To assist with this transition, MOSTARS staff developed a strategic plan which resulted in the establishment of a new mission statement, program objectives, and critical success indicators. In addition, MOSTARS staff held a workshop to discuss the implementation of the new organizational structure.

The new structure was announced through direct mailings to constituents, monthly newsletters, web sites, the Information Center, and statewide news releases. MOSTARS staff coupled these efforts with personal interaction at statewide workshops, professional conferences, high school financial aid presentations, and an open house.

Future promotional plans include radio public service announcements, web page updates, a redesign of the monthly newsletter, and a greater presence in outreach and early awareness activities.

The MOSTARS staff is responsible for the administration of 10 federal and state grant, scholarship, and loan programs. Through these programs, nearly 86,000 students receive grants, scholarships, and loans totaling approximately $288 million annually. In addition, MOSTARS staff is planning to initiate early awareness and outreach activities for Missouri citizens. The primary objective of MOSTARS is to provide postsecondary assistance in three major areas: student financial assistance programs, customer services and support, and early awareness of postsecondary education.

MOSTARS Information Center

(800) 473-6757

MO STARS

Mission Statement

As a division of the Missouri Department of Higher Education, MOSTARS provides postsecondary assistance to Missouri families. To promote educational opportunities beyond high school, MOSTARS administers state and federal student assistance programs, including grants, scholarships, loans, and outreach/early awareness services. As a statewide resource of postsecondary assistance, MOSTARS provides quality customer service, timely information, and innovative technology.

Student Financial Assistance Programs

Missouri Student Loan Program

The Coordinating Board has statutory authority to oversee the Missouri Student Loan Program (MSLP), a self-supporting agency that currently does not receive state general revenue appropriations. Guaranty agencies such as the MSLP earn revenues from various sources, including guarantee fees, federal reinsurance, administrative cost allowance, and default collections. In Missouri, the State Guaranty Student Loan Fund allows the MSLP to purchase defaulted student loan funds from private lenders and to pay administrative expenses.

As the state-designated guaranty agency, the MSLP is responsible for the administration of the **Federal Family Education Loan Program (FFELP)** on behalf of the U.S. Department of Education (USDE).

The FFELP includes four loan programs:

- Subsidized Federal Stafford Loan
- Unsubsidized Federal Stafford Loan
- Parent Loan for Undergraduate Students (PLUS)
- Federal Consolidation Loan

To administer the FFELP, the MSLP works in partnership with several federal and state entities, such as the USDE, other guaranty agencies, postsecondary institutions, private lenders, and secondary markets. The actual loan funds are provided by participating lenders, and institutions determine the amount a student or parent is eligible to borrow. The MSLP guarantees the funds to ensure that the loan will be repaid to the lender that issued the loan or the secondary market that currently holds the loan.

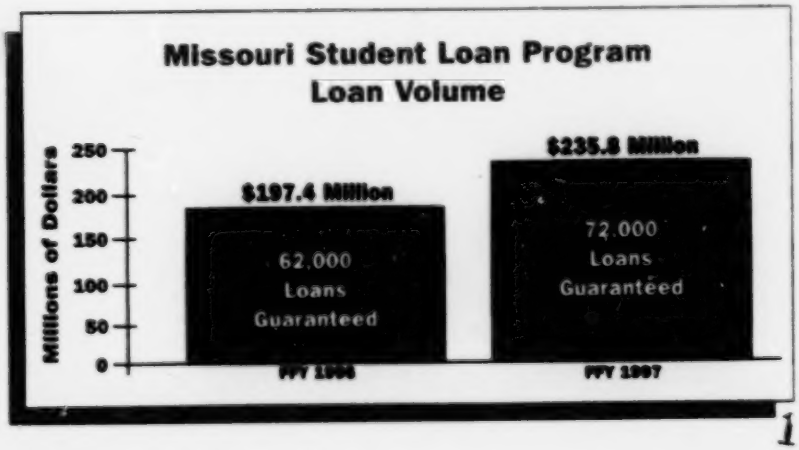
Subsidized Federal Stafford Loans are need-based loans available to eligible undergraduate and graduate students. Generally, the federal government pays the interest on the loan as long as the borrower is enrolled at least half-time and during the borrower's six-month grace period and authorized deferment periods.

Unsubsidized Federal Stafford Loans have the same terms and conditions as subsidized Stafford Loans except that they are not need-based, and the borrower is responsible for all interest payments.

Parent Loans for Undergraduate Students allow parents to borrow guaranteed loans for dependent students. PLUS borrowers are responsible for all interest, and repayment generally begins within 60 days from the time the loan is fully disbursed.

Federal Consolidation Loans are available to borrowers who wish to combine existing student loans into one new loan. Generally, this results in lower monthly payments but higher total interest costs.

In FFY 1997, the MSLP's total loan volume was $235.8 million with an additional $47.9 million in Federal Consolidation Loans. Of these loans, $226.9 million was awarded within the state of Missouri, and $8.9 million was awarded to students attending out-of-state institutions. This reflects approximately 72,000 loans guaranteed by the MSLP.



Grant & Scholarship Programs

MOSTARS staff administer six state grant and scholarship programs.

The **Charles Gallagher Student Financial Assistance Program** was formerly known as the Missouri Student Grant Program. It was renamed on July 7, 1997, by the Missouri General Assembly (Senate Bill 346) in memory of Charles E. Gallagher, a long-time supporter of Missouri higher education.

To be eligible for this program, a student must be enrolled full time in an undergraduate program at a participating Missouri college or university. The awards are based on financial need as determined by federal regulations. The maximum Gallagher Program award is the least of $1,500, one-half of the previous year's tuition and fees, or the student's remaining need.

Funding is provided by state general revenue appropriations, the federal State Student Incentive Grant Program, and private sources. The Gallagher Program is the state's largest grant program, awarding approximately $13.4 million to 10,474 students attending 82 Missouri postsecondary institutions during the 1996-97 academic year.

The **"Bright Flight" Scholarship Program**, officially known as the Missouri Higher Education Academic Scholarship Program, is based solely on academic achievement. The Missouri General Assembly established this program in 1986 to provide an incentive for the state's most talented students to attend Missouri colleges and universities.

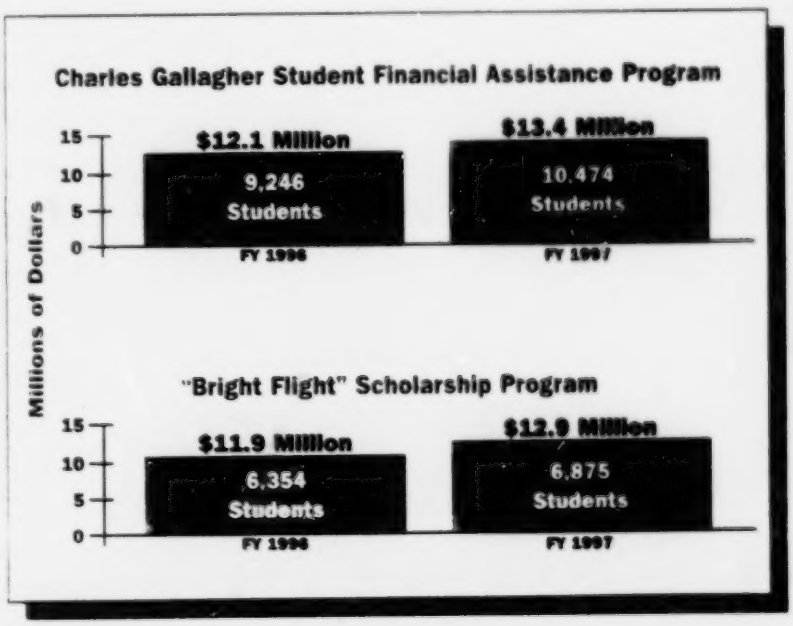
To be eligible for a Bright Flight scholarship, high school seniors must achieve a composite score in the top three percent of all Missouri students taking either the American College Test (ACT) or the Scholastic Aptitude Test (SAT). This scholarship is offered to eligible Missouri residents who enroll full time at a participating Missouri college or university. This merit-based scholarship program provides a $2,000 scholarship annually. The Bright Flight Program awarded approximately $12.9 million to 6,875 students attending 61 Missouri colleges and universities during the 1996-97 academic year.

The **Marguerite Ross Barnett Memorial Scholarship Program** is designed to provide need-based scholarships to part-time students. To be eligible, students must be Missouri residents who are employed at least 20 or more hours per week, attend a participating Missouri institution, and demonstrate financial need. During the 1996-97 academic year, $290,290 was awarded to 234 students attending 26 Missouri postsecondary institutions.

The **Public Service Officer's or Employee's Child Survivor Grant Program** provides tuition grants for eligible Missouri residents who are dependent children of a public safety officer or Missouri Department of Transportation employee who was killed in the line of duty.

The **Vietnam Veterans Survivor Grant** is a tuition grant for Missouri residents who are survivors (child or spouse) of a Vietnam veteran whose death was attributed to or caused by exposure to toxic chemicals during the Vietnam conflict.

The **Midwest Student Exchange Program** enables Missouri residents to attend participating institutions in Kansas, Michigan, Minnesota, and Nebraska at a reduced out-of- state tuition rate. In fall 1997, 107 Missouri residents attended a participating out-of-state institution, and 847 non-Missouri residents attended a Missouri institution under the exchange program. Participation in this program is voluntary, and admission standards are determined by the participating institutions. The institutions and eligible degree programs are outlined in an annual bulletin produced by the Midwestern Higher Education Commission.



Customer Service & Support

To successfully administer these student financial assistance programs, MOSTARS provides quality customer service to all of its constituents.

Serving as an escrow agent, the MSLP streamlines the delivery of FFELP funds to students and their parents through the **Automated Transfer of Money (ATOM)**.

Participating institutions are able to send state grant and scholarship program data using **electronic transmissions** through a telecommunications network called the Missouri Research and Education Network (MOREnet). Participating MSLP institutions and lenders process student loans through the Comprehensive Loan Information Processing System (CLIPS™) and receive loan data electronically through the ATOM process.

Compliance service staff provide technical assistance to schools and lenders by interpreting regulations and conducting program reviews to ensure institutions are in compliance with state and federal student assistance program requirements.

Between 500 and 600 phone calls from parents, students, postsecondary institutions, and lenders are received weekly through the MOSTARS **Information Center**'s national toll-free telephone number. As services are expanded to reach new constituencies, including high school counselors and others interested in access to postsecondary education, more information about planning for postsecondary education (both financially and academically) will be available.

Client service representatives visit approximately 350 postsecondary institutions and lenders annually to provide quality customer service so that they can administer student assistance programs efficiently and effectively. To assist in disseminating information about new services, client service representatives take part in high school nights and promote access to higher education by working with other state and federal associations.

MOSTARS annually sponsors statewide **workshops and conferences** to train clients on existing programs and to introduce new services, products, and programs. MOSTARS conducted a one-day conference in spring 1997 and held four individual workshops throughout the state in the fall.

MOSTARS **publications** provide information on current student assistance issues to students and parents statewide. Brochures, newsletters, training materials, and manuals are published and distributed to students, parents, colleges and universities, lenders, high schools, and state and federal government officials. New publications have been developed to aid individuals in their pursuit of postsecondary education, including information regarding early awareness, outreach services, and the federal tax initiatives.

In the future, more diverse methods of information distribution will be used to reach a wider constituency.

MOSTARS Constituents

The MOSTARS staff works in partnership with the following groups, individuals, and entities to provide information regarding the administration and awareness of all student assistance programs and customer services.

- Potentially college-bound students & their parents
- Currently enrolled students
- Alumni and students who leave school & begin loan repayment
- Approximately 500 lending institutions
- State & national secondary student loan markets
- More than 600 Missouri public & private high schools
- 220 Missouri postsecondary institutions, such as two- and four-year public & private colleges and universities, vocational technical schools, proprietary schools, & allied health schools
- Departments of federal & state government
- Federal & state legislators

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Early Awareness Activities

Recognizing the importance of early awareness and that students need appropriate information regarding access prior to determining which postsecondary institution to attend, MOSTARS is striving to be the single point of contact for Missouri citizens seeking financial access to postsecondary education.

The MOSTARS staff currently provides access to information and published materials that are available statewide to students and their parents.

The **Mapping-Your-Future** web site is a user-friendly electronic career development guide to assist students, parents, schools, and financial aid professionals. Mapping-your-future, a stand-alone World Wide Web site, is cosponsored by 20 state guaranty agencies and can be accessed through the financial aid section of the CBHE web site.

RATED PG: Parental Guidance Suggested is a statewide newsletter published by MOSTARS and the Missouri Higher Education Loan Authority (MOHELA). More than 150,000 copies of this newsletter are mailed three times annually to Missouri public and private high schools for distribution to the parents of ninth and tenth grade students. The newsletter serves as a guide to academic planning, high school achievement, and student financial assistance programs.

Make High School Count is an informational brochure published by MOSTARS in cooperation with the Missouri Department of Elementary Education and Secondary Education and the ACT program. This brochure is distributed statewide to Missouri middle schools for distribution to eighth grade students. It provides information on study skills and core curriculum requirements in preparation for future postsecondary endeavors.

By continuing to work in partnership with all of its constituents, MOSTARS serves as a key component to ensure that students will have the opportunity to access education beyond high school and to develop a career path.

Challenges

Student Loan Default Rates are compiled by the USDE and reflect the number of borrowers that fall into default status (the account is 180 days past due) on their student loans. Student loan default rates continue to be a national issue, therefore, guaranty agencies (such as the MSLP) are implementing initiatives to increase awareness that borrowers are responsible for repayment of their loans. The MSLP utilizes the Administrative Wage Garnishment (AWG) program and state and federal tax offset programs to collect funds from defaulted borrowers. The MSLP's student loan default rate continues to decline, decreasing from 10.7 percent in FFY 1994 to 10.3 percent in FFY 1995.

Administrative Wage Garnishment

In the event that a student loan borrower has defaulted, the MSLP is allowed to conduct collection activities such as withholding state and/or federal income tax refunds or garnishing wages. The AWG program has proven to be the most effective method of collection from defaulted borrowers. AWG first gives the defaulted borrower an opportunity to establish loan repayment, but if not acted upon, a maximum of 10 percent of the borrower's disposable wages can be withheld to satisfy the defaulted student loan debt. The MSLP has collected a cumulative total of $4.8 million, which includes approximately $3.4 million collected from 3,000 defaulted borrowers in FY 1997.

Tax Offset

Federal and state tax offset programs allow the MSLP to withhold a defaulted borrower's state and/or federal income tax refund to satisfy a student loan debt. Defaulted borrowers are certified annually for tax refund withholdings. In FFY 1997, the MSLP collected a total of $130,179 from 963 borrowers through state income tax offset.

Funding Issues

As part of the Student Loan Reform Act of 1993, the MSLP and other guaranty agencies address ongoing issues that affect FFELP funding. Each year, Congress determines the funding levels for the FFELP and its competition, the William D. Ford Federal Direct Loan Program, as part of the

MOSTARS Publications

Brochures

"The Road to Your Future"
Entrance & Exit Loan Counseling Booklets
Federal Family Education Loans for Missouri Students & Parents
The Fundamentals of Financial Aid
Good News for Defaulted Borrowers
How to Save & Assist with Paying for College Costs
Mastering Repayment of Your Student Loan
Missouri Grants, Scholarships & Student Loans

Newsletters

FFELPfacts (MOSTARS' monthly newsletter)
RATED PG: Parental Guidance Suggested (newsletter geared toward high school freshmen & sophomores)

federal budget process. Congress is also reauthorizing the federal Title IV student assistance programs in 1997-1998, as required by law.

Currently, a major funding issue involves a change in the student loan interest rate effective July 1, 1998, which could potentially jeopardize lender participation in the FFELP. With the support of U.S. legislators, the National Council of Higher Education Loan Programs (NCHELP), and other guaranty agencies, the MSLP strives to achieve financial stability for schools and lenders which results in affordable rates for student borrowers.

Annual changes in statutes, policies, and regulations mandated by both federal and state government affect the programs and services administered by MOSTARS. To assist in this ever-changing environment, the MOSTARS Student Financial Aid Advisory Council advises and makes recommendations to the MOSTARS staff on technical strategies and the administration of student financial assistance programs and customer services. All institutional sectors are represented on the advisory council.

MOSTARS' primary mission is to be a statewide "one stop shop" to provide postsecondary assistance to Missouri families. MOSTARS staff carries out this mission by providing quality customer services to all Missouri high schools and postsecondary institutions regarding student assistance programs as well as other statewide initiatives promoting early awareness. MOSTARS was created to advance the Coordinating Board's goals of promoting public awareness of education beyond high school and providing universal access to the 13th and 14th years of education.

Telecommunications-based Delivery System

Developing arrangements for more effective and more economical specialization among institutions in types of education programs offered and students served, and for more effective coordination and mutual support among institutions in the utilization of facilities, faculty, and other resources.

173.020(3) RSMo

In June 1996, the Coordinating Board for Higher Education accepted the report of the Telecommunications-based Delivery System Resource Group, which creates the framework for distance learning in Missouri higher education. The report recommends measures to increase access, improve quality, and control costs by increasing inter-institutional collaboration and improving the accessibility and capacity of Missouri's telecommunications networks. Since the release of the report, significant results have been achieved, including the establishment of regional consortia and the initiation of cooperative degree programs.

Telecommunications Advisory Group

To continue building on this framework, the Coordinating Board appointed the Telecommunications Advisory Group in October 1996 to guide the implementation of the resource group's recommendations and set funding priorities.

During its first meeting, the advisory group prioritized the recommendations of the Telecommunications-based Delivery System Resource Group and formed subcommittees to address high-priority issues, such as program needs, student support services, faculty involvement, library resources, and technology strategies.

The Telecommunications Advisory Group presented its report, "*From Here to Transformation: Phase II in the Implementation of Missouri's Telecommunications-based Delivery System for Higher Education,*" to the Coordinating Board in June 1997. Among the advisory group's recommendations for implementation of a statewide telecommunications system for higher education:

- Extend programs and services wherever, whenever, and however they are needed
- Foster institutional collaboration as a cost-effective way to deliver needed programs and services
- Ensure that customer needs and regional planning drive program and delivery decisions
- Utilize an advisory committee to help set an agenda for the development of programs to meet distance learning needs in Missouri
- Continually assess and improve the quality of Missouri's telecommunications-based delivery system
- Develop seamless student support services, such as a smart online catalogue and a clearinghouse for student academic records
- Invest in improved Internet-based access to digitized and multimedia library resources and a common library platform
- Encourage institutional support, including resources and technical support, for faculty participating in distance education

Telecommunications Advisory Group

Chair
Joseph (Tim) Gilmour, Provost,
Northwest Missouri State University

Vice Chair
Donald Doucette
Vice Chancellor of Educational Services
& Instructional Technology,
Metropolitan Community Colleges

Susan Cole
Coordinator of State Programs,
Department of Elementary &
Secondary Education

Harold Crumpton, Member,
Missouri Public Service Commission

Madison Daily, Associate Professor,
Engineering Management,
University of Missouri-Rolla

Susan Devaney
Professor of Nursing,
Central Methodist College

Gary Ellis
Director of Distance Learning
& Media-base Instruction,
College of Continuing Education
& The Extended University,
Southwest Missouri State University

Ron Gerstbauer
Dean of Student Services,
North Central Missouri College

Steve Lehmkuhle
Faculty Fellow,
University of Missouri

Bill Mitchell
Executive Director, MOREnet

Sara Parker, State Librarian,
Missouri State Library

Steve Peart, President,
State Fair Community College

Pai Rao
Dean of Library Services,
Central Missouri State University

Ted Rohr
Director, Teleleaming Services,
St. Louis Community Colleges
COSAND Center

Ed Strong
President, Culver-Stockton College

Mark Ward
Deputy Commissioner for Budget
& Planning, Division of Budget &
Planning, Office of Administration

www.mocbhe.gov

The Coordinating Board for Higher Education's web site was designed, and is continually upgraded, to be a user-friendly comprehensive source of information on Missouri postsecondary education.

The web site contains information on student financial assistance programs and services, a complete list of academic programs offered by Missouri colleges and universities, Missouri higher education statistics, job opportunities, guidelines for transferring students, and more. The site links to Missouri college and university web sites and other financial assistance web sites.

- Invest in a telecommunications infrastructure that supports Internet-based linkages between institutions and regional networks

Missouri Research & Education Network (MOREnet)

The educational and research needs of Missouri higher education for a high-speed state network are being addressed through the Missouri Research and Education Network (MOREnet).

The Coordinating Board's long-time goal of providing high-speed Internet access for faculty has been almost universally achieved at Missouri's public and independent colleges and universities. Universal high-speed Internet access for students is also assumed at many colleges and universities.

MOREnet received its first dedicated state appropriation ($5 million) in FY 1998 to connect to the national Internet and to expand and strengthen MOREnet's connections to Missouri colleges and universities. In October 1997, the Coordinating Board approved a funding recommendation of $10.7 million in FY 1999 to provide continued growth and support of MORE-net services to its members.

Common Library Platform – MOBIUS

The development of a statewide automated library system employing a common platform for Missouri public and independent academic libraries was identified as a priority in both telecommunications plans. The project will permit every academic library in Missouri to connect to a single statewide bibliographic database and provide patrons direct search, retrieval, and lending of more than 14 million volumes.

A task force organized by the Missouri Public Academic Library Administrators issued a detailed Request for Information (RFI) to prospective vendors for the proposed library network. In addition, the Council on Public Higher Education provided funding to hire Joseph Ford and Associates, Inc., a library network consultant, to evaluate the responses to the RFI and formulate a proposal for the network.

The consultant's November 1997 report, *Missouri Academic Libraries and Their Automated Futures*, describes a system in which all bibliographic holdings are contained in one computer software system serving Missouri's public and independent academic libraries. A fundamental concept in the consultant's report is that a consortium of participating institutions must be formed prior to successful implementation of the project. Missouri colleges and universities are in the process of forming a consortium to use state and institutional funds to implement the common library platform.

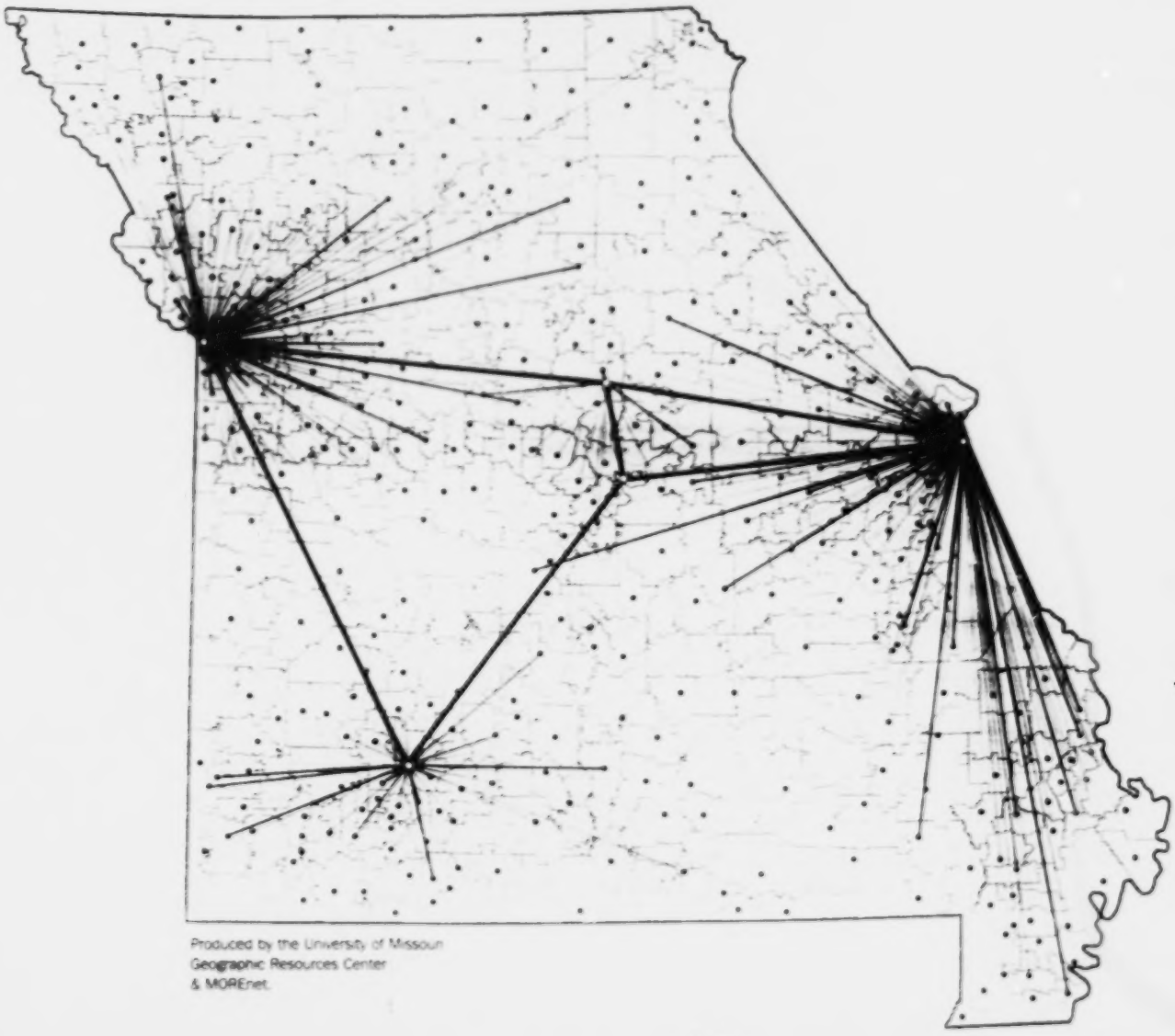
MOREnet and the common library platform represent major cooperative efforts by Missouri's public and independent institutions in pursuit of a common academic and research goal. The Coordinating Board will continue to work with college and university representatives and others to develop cost estimates for planned projects and consider the best implementation methods to build upon Missouri's existing infrastructure for a statewide telecommunications-based delivery system. In addition, the Telecommunications Advisory Group recommended the reexamination of the telecommunications-based delivery system every two years to foster progress that is both cost-effective and of the highest quality.

MOREnet

The Missouri Research and Education Network

Site Connections

January 1997



Produced by the University of Missouri
Geographic Resources Center
& MOREnet

Identifying higher education needs in the state in terms of the requirements and potential of the young people and in terms of labor force requirements for the development of commerce and industry, and of professional and public services.

173.020(2) RSMo

We have a well-defined educational network that gives workers the skills they will need to succeed in the emerging high-tech economy of the 21st century.

Governor Mel Carnahan, 1998 State of the State Address

Gil Kennon, Mineral Area College RTEC coordinator, was recognized for innovation and vision in the long-range planning for technical education in southeast Missouri with a Special Achievement of Excellence Award at the 1997 Workforce Development Conference

Enacted in 1995, Senate Bill 101 directed the Coordinating Board for Higher Education (CBHE), in cooperation with the State Board of Education, to implement a comprehensive system for the delivery of postsecondary technical education throughout Missouri.

The Coordinating Board is striving to provide access to basic general education and technical education, including workforce preparation and customized training, for Missouri citizens through a statewide network of area vocational technical schools (AVTSs), two-year colleges, and certain four-year colleges and universities.

State Plan for Postsecondary Technical Education

Since its inception in 1996, the *State Plan for Postsecondary Technical Education* continues to strengthen the state's technical education programs through collaborative, regional planning.

The plan calls for the strengthening of existing and the development of new associate of applied science (AAS) degree and technical certificate programs at two-year colleges and related baccalaureate degrees at certain four-year institutions. The plan designates the community colleges as the primary providers of postsecondary technical education at the associate of applied science degree level. Senate Bill 101 designated Linn State Technical College as the statewide provider of highly specialized technical education.

The two-year campus of Southwest Missouri State University, located in West Plains, is recognized and will be supported for the postsecondary vocational education it offers the residents of south central Missouri.

Missouri Western State College, Central Missouri State University, and Southeast Missouri State University are strategically located and have agreed upon missions to assist with baccalaureate and master's degree programs central to the *State Plan for Postsecondary Technical Education*. The University of Missouri-Rolla is recognized for its continued role in advanced science and manufacturing-related engineering, research, program delivery, and technology transfer.

Twelve Regional Technical Education Councils (RTECs), representing the 12 community college service regions, are actively involved in identifying the types and locations of technical education programs required to meet labor market training and education needs in specific geographic areas. These 12 RTECs include more than 400 local business, education, and community leaders.

Clarification of the State Plan for Postsecondary Technical Education

During the initial implementation of the *State Plan for Postsecondary Technical Education* in FY 1997, important issues were raised regarding certain components of the plan.

In response to these emerging issues, the Coordinating Board reconvened the Resource Group for Postsecondary Vocational Technical Education to discuss these issues and recommend clarifications of the plan. The Coordinating Board accepted the clarifications of the *State Plan for Postsecondary Technical Education* in June 1997. According to the clarifications, the intentions of the state plan include:

- Each county included in an RTEC plan should have representation on the respective RTEC. Local advisory committees should be established as necessary. RTECs in Kansas City and St. Louis should include additional representatives from private career schools and labor organizations. Linn State Technical College (LSTC) should have the opportunity to be represented on each RTEC.
- Missouri Western State College should collaborate with the N.S. Hillyard Area Vocational Technical School in meeting selected postsecondary technical education and training needs of that district.

- The Metropolitan Community Colleges should continue their collaboration with the N.S. Hillyard WTS in offering cooperative education and training programs and potentially expand its partnerships in the future.
- The West Plains campus of Southwest Missouri State University should collaborate with the South Central Area Vocational Technical School in West Plains and three community colleges to meet the postsecondary technical education and training needs of south central Missouri.
- Student fees and other charges for courses delivered outside existing taxing districts should be the same as those for students taking on-campus courses who live outside the taxing district.
- Once access to existing postsecondary technical education courses and programs across the state has been accomplished, additional funding should focus on new program development based on regional needs assessments.
- As soon as it can be demonstrated that there is a need for the permanent delivery of courses to a community, a funding request for a higher education center should be submitted to the Coordinating Board.
- The governing boards and/or the presidents of Linn State Technical College and Moberly Area Community College (MACC) should meet regularly with residents and educational leaders of Mexico, Mo., to discuss the delivery of courses and programs in Mexico.
- A joint proposal and funding request by LSTC and MACC should include a statement regarding: (1) how responsibilities for the Mexico facility will be shared, (2) an agreement and description of the courses, programs, and services the individual institutions will offer, (3) a report of fiscal resources allocated during the most recent fiscal year for the provision of instructional services, and planned instructional and operating expenditures, and (4) an annual report prepared jointly about the students and employers who were served during the past fiscal year and progress the participating institutions have made in meeting the community's needs for access to postsecondary education and related services.
- Linn State should limit partnering with other RTECs in the delivery of existing certificates and AAS-degree programs until the college becomes accredited as an institution of higher education.
- The commissioner of higher education should convene a meeting of all the public and independent colleges and universities, area vocational technical schools, and special groups for the purpose of developing a plan of action to assist Moberly Area Community College in meeting the postsecondary educational needs of northeast Missouri.
- The first step in an appeal process for communities desiring educational delivery should be with the respective community college president or chancellor responsible for the RTEC plan. The second step should be contacting the commissioner of higher education, who should assemble the appropriate parties to assess the issues and possible solutions.

As implementation of the *State Plan for Postsecondary Technical Education* progresses, higher education leaders will continue to evaluate and refine the plan, as necessary, to best meet Missourians' needs for postsecondary technical education.

Technical Education Results

As a result of state investment in the *State Plan for Postsecondary Technical Education*, initiatives are underway to enhance geographic and programmatic access to postsecondary technical education and supporting general education.

The 12 Regional Technical Education Councils (RTECs) have a total membership of nearly 400 persons, including 127 employers.

48 of 57 area vocational technical schools are involved in partnerships with the 12 community colleges, including articulated high school credit toward an associate of applied science (AAS) degree and/or certificate program at the respective community college.

Geographic access to postsecondary technical education in Missouri counties increased from 38 counties in 1996 to 86 counties by the end of 1997.

The Missouri population (as per the 1990 census) with geographic access increased from 2,933,462 in 1996 to 3,665,983.

Square mileage of geographic access within the state increased from 23,000 (33 percent) to 57,415 (82 percent).

New AAS degrees include Heavy Equipment Maintenance/Repair, Electrical Distribution, Integrated Manufacturing Technology, and Respiratory Therapy.

With the use of RTEC funding, DESE vocational equipment enhancement funds, and state appropriations to MOREnet, the ability to send and receive courses via electronic two-way compressed video and the Internet has been greatly enhanced.

Welfare Reform

In its FY 1998 budget recommendation, the Coordinating Board for Higher Education included a $5 million increase in the community colleges' workforce preparation funding for the education and training of Missouri's unemployed citizens who may be on welfare.

The Missouri General Assembly appropriated a $4 million increase in FY 1998, but designated $2 million of the increase for welfare-related workforce development activities. In addition, the General Assembly required the development of a plan describing the utilization of the $2 million.

The Department of Higher Education's Temporary Assistance for Needy Families (TANF) Utilization Plan was developed in collaboration with the Missouri community colleges, which provide education and training for TANF recipients, and other state agencies.

According to the plan, the community colleges will:

- Redesign or develop new short-term curricula in occupations with demonstrated labor demand and a high probability of employment
- Provide education and training that can be achieved through self-paced, open entry/exit matriculation
- Enhance or develop new child care services for TANF students

Meeting the Postsecondary Educational Needs of Northeast Missouri

One issue that surfaced during the initial implementation of the *State Plan for Postsecondary Technical Education* was the need for greater access to postsecondary education in northeast Missouri.

In September 1997, CBHE staff hosted a meeting of public and private college and university presidents, high school superintendents, business leaders, area vocational technical school directors, and staff from the governor's office and legislature.

The participants discussed the programs currently offered in the region, the challenges and opportunities in providing postsecondary education in the region, and possible strategies to meet the educational needs of the region.

Among the challenges in meeting the postsecondary educational needs of northeast Missouri residents are:

- A shortage of outstanding postsecondary technical education (AAS and certificate) programs and courses
- Articulation of coursework between the region's area vocational technical schools and Moberly Area Community College
- Full utilization of distance education capabilities
- Articulated access through fourteen years of education
- Access to the AAS degree throughout the region

Linn State Technical College (LSTC) and Moberly Area Community College (MACC) are working with the independent institutions in the region (Culver-Stockton College, Hannibal-LaGrange College, and Kirksville College of Osteopathic Medicine) and the University of Missouri to meet the higher education needs of northeast Missouri.

LSTC and MACC are also working together to administer a new postsecondary technical education facility in Mexico, Mo., – the Mexico Missouri Advanced Technical Education Center. A chief administrator has been hired, and a groundbreaking ceremony was held in October 1997. The two institutions are developing an operational plan that outlines site coordination and administration. They have determined that Moberly Area Community College will offer the general education portion of the AAS degree and Linn State will offer the integrated manufacturing coursework.

Higher education providers in northeast Missouri agreed to continue discussing the issues and planning strategies to address them and to meet again in the spring of 1998.

Funding for the State Plan for Postsecondary Technical Education

In FY 1997, each Regional Technical Education Council submitted its first plan outlining the technical education courses and programs to be offered and requesting state funds to support the educational delivery.

Staff members from the Departments of Elementary and Secondary Education and Higher Education evaluated each RTEC plan based on criteria established in the *State Plan for Postsecondary Technical Education*. The results of the evaluation were used in the development of the CBHE budget recommendations for technical education.

Governor Carnahan signed the FY 1997 budget bill providing $5 million for the initial state funding of technical education and training as defined by the *State Plan for Postsecondary Technical Education*. The FY 1997 funding was used, in part, to:

- Conduct comprehensive regional needs assessments
- Implement marketing strategies to promote RTEC initiatives
- Enhance existing AAS-degree programs
- Develop new AAS-degree programs
- Refine existing and build new partnerships and consortia for the delivery of technical education
- Develop the infrastructure for interactive television classroom delivery
- Develop evaluation procedures to measure the outcomes of the state's investment in technical education

The Coordinating Board distributed $9,925,000 in FY 1998 to continue the implementation of the *State Plan for Postsecondary Technical Education*. FY 1999 program proposals and funding requests were evaluated by measuring the results of the FY 1997 RTEC plans as well as the predicted outcomes in FY 1998. In October 1997, the Coordinating Board recommended $14,645,000 for technical education in FY 1999.

Geographic and programmatic access to basic general education, vocational instruction, workforce preparation, and customized training for Missouri residents has increased significantly since the inception of the *State Plan for Postsecondary Technical Education* in 1996.

The Coordinating Board for Higher Education is committed to building on this success by enhancing existing AAS-degree programs, developing additional certificate and AAS-degree programs, increasing the number of instructional television networks, graduating more students in high-demand fields, increasing the number of students earning AAS degrees before leaving for employment, and improving data collection to monitor the results of the state's investment in postsecondary technical education.

Customized Training

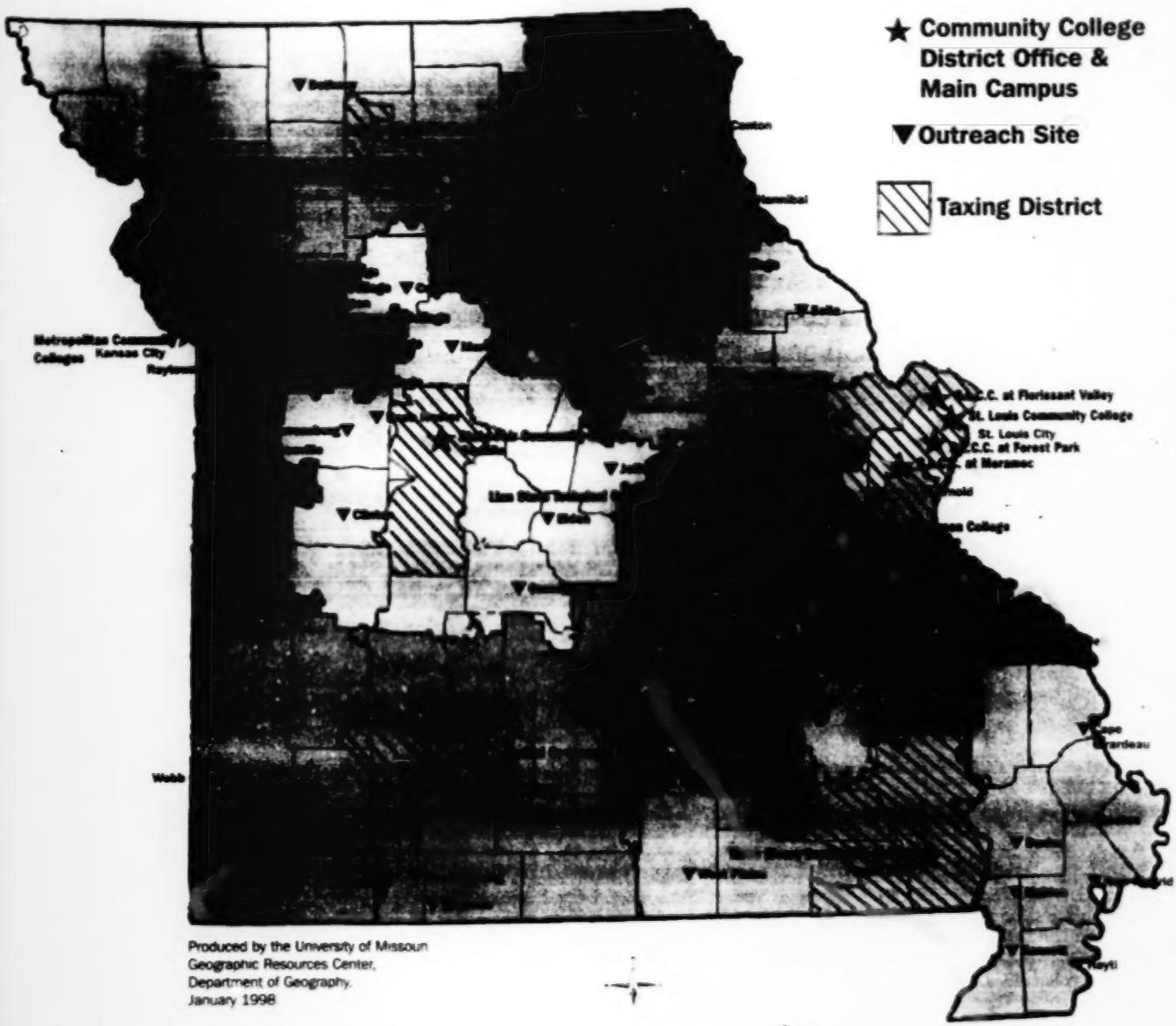
Through the cooperative efforts of the Missouri Division of Job Development and Training, Missouri Department of Elementary and Secondary Education, Missouri Department of Higher Education, the community colleges, and area vocational technical schools, over $5 million has been invested in customized training in each of the last three years. Companies in Missouri have access to a wide range of training services designed to meet their specific training needs.

By pooling the sources of funding and technical education delivery infrastructure, the agencies attempt to serve as many employers and their employees as possible. The following table illustrates the extent to which customized training was delivered to Missouri employers between FY 1992 and FY 1997.

Fiscal Year	Firms Served	Employees Served
1992	155	47,000
1993	176	39,575
1994	188	27,000
1995	147	13,523
1996	187	10,234
1997	295	19,225
1998 (EST.)	220	25,000

Results from Missouri Investment in Postsecondary Technical Education

Geographic Access by City
FY 1999



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Funding for Results

In consultation with the heads of the institutions of higher education affected and against a background of carefully collected data on enrollment, physical facilities, manpower needs, [and] institutional missions, the Coordinating Board for Higher Education shall establish guidelines for appropriation requests by those institutions of higher education.

173.005.2(2) RSMo

In response to public demand for results from its tax dollars, Missouri higher education has taken a proactive approach by linking a percentage of each public college and university base budget to results, i.e., student and institutional performance.

The Coordinating Board for Higher Education (CBHE), along with key state leaders, challenged each public college and university to establish an assessment system (1986) and to design a state performance funding system (1989).

The resulting performance funding initiative, Funding for Results (FFR), has been included in the higher education appropriation since FY 1994.

Each year through its FFR program, Missouri uses planning and budgeting to recognize institutions for the achievement of statewide goals. Incentives are provided to institutions for encouraging and rewarding improvements in teaching and learning. In addition, Missouri's investments in focused institutional missions, telecommunications, and technical education set a results-oriented agenda.

In 1994, Missouri received a three-year grant from the U.S. Department of Education's Fund for the Improvement of Postsecondary Education to expand and refine its FFR program. The Coordinating Board, the governor, legislators, institutional governing boards, college and university administrators and faculty, and business leaders continue to collaboratively discuss the statewide priorities and goals that drive the FFR program.

Budget

Missouri colleges and universities began receiving performance-based funding in the FY 1994 appropriation. The FFR allocation is not "one-time" money. FFR resources earned by an institution in a given year are placed in that institution's core budget and thereby retained in subsequent years. In this way, although the total amount of money appropriated in any given year is relatively small, i.e., less than 2 percent of an institution's total budget, its impact is magnified because it is included in the institution's core budget in future years.

Public four-year institutions received additions to their base budgets through FFR totaling more than $31 million between FY 1994 and FY 1998, representing 19.8 percent of new money allocated. Included in this amount is a $2.5 million annual allocation for teaching/learning improvement projects, an initiative that supports innovations in the teaching and learning process.

Public two-year institutions, which began receiving FFR money in FY 1995, received approximately $4.9 million in FFR funding between FY 1995 and FY 1998. This represents 13.5 percent of new money allocated to this sector. Public two-year institutions receive $1.3 million annually in support of teaching/learning improvement projects.

Presidents and chancellors of Missouri's public institutions have expressed their support for targeting one percent of each institution's instructional budget to fund teaching/learning improvement projects.

Recent changes in the FFR program include focusing on the success of students from underrepresented groups. Also, the criteria for some FFR funding elements were refined to reflect an emphasis on institutional improvements in light of the different missions of Missouri's colleges and universities.

One programmatic change for the two-year institutions is the additional funding element for the assessment of associate of arts graduates in general education.

The FY 1999 FFR budget recommendations were developed through extensive discussions with faculty, administrators, presidents, state

The public has the right to know what it is getting for its expenditure of tax resources; the public has a right to know and understand the quality of undergraduate education that young people receive from publicly funded colleges and universities. They have a right to know that their resources are being wisely invested and com[illegible]

Time for Results – Governor's Task Force on College Equality, 1991

Missouri's Funding for Results program was featured in the November 9, 1997 *New York Times* article, "Grading Colleges Requires More Than Math."

government officials, consultants, and CBHE staff. The recommendations include investments in institutional mission enhancement, telecommunications, and technical education, as well as incentives for the achievement of statewide goals and improvements in teaching and learning.

Funding Elements

Public Two- and Four-Year Institutions
- Assessment of graduates
- Success of underrepresented groups
- Performance of graduates
- Improvement of teaching and learning

Public Four-Year Institutions Only
- Quality of prospective teachers
- Quality of new graduate students
- Graduation rates

Public Two-Year Institutions Only
- Degree/Certificate productivity
- Successful transfers to four-year institutions
- Successful job placement

A Model Program

Dennis Jones, president of the National Center for Higher Education Management Systems, and Brenda Albright, an independent consultant, completed an external review of Missouri's FFR program after meeting with state senators and representatives, Coordinating Board members and staff, governor's office staff, and college and university administrators in August 1997.

Jones noted that, of the 30 states utilizing performance funding, Missouri is one of the top five states leading the nation in how it funds institutions based on performance results. This performance-based funding system is important because it provides, among other things, accountability, economic resources for achievement, and productive interaction between legislators and institutions.

According to Albright, it is very important for regular, focused communication to occur between those who receive funding and those who provide it. Performance-based funding must be tailored to fit the state's needs and culture, and the Missouri program excels in this area.

Key Strengths

The consultants outlined the key strengths of Missouri's performance funding program in their December 1997 report to the Coordinating Board.
- Shifts dialogue to teaching/learning
- Serves as a catalyst for change
- Builds campus ownership
- Permits flexibility
- Emphasizes accountability
- Promotes networking
- Demystifies and changes the budget process
- Recognizes and showcases best teaching/learning practices
- Serves as an effective reward system

Selected Results

Increased Assessment of Graduates

General Education
- Associate: 19 to 81 percent (1993-97)
- Baccalaureate: 72 to 76 percent (1993-97)

Major Field of Study
- Baccalaureate: 63 to 84 percent (1993-97)

Increased Success of Underrepresented Groups

Minority Graduates as a Percentage of the Graduating Class
- Certificate level: 9.3 to 11.4 percent (1992-97)
- Baccalaureate level: 5.6 to 6.5 percent (1992-97)
- Master's level: 5.6 to 6.5 percent (1992-97)
- Doctorate/First professional level: 6.6 to 8.1 percent (1992-97)

Looking to the Future

The consultants also suggested future considerations for the performance funding initiative.

- Continue to use the FFR label to fund innovation and change
- Focus the program to include investments and incentives
- Improve communication with legislative leaders
- Review progress periodically and plan new agendas
- Monitor the program relative to its long-term impact on base budgets
- Delineate accountability measures earlier in the process
- Keep operating improvements separate from capital construction
- Add incentives for the delivery of technical education
- Add incentives for the use of technology
- Channel funds to a small number of quality improvements
- Use incentives to reward high achievement and improvements
- Develop rigorous assessments of campus projects
- Disseminate information about campus improvements

At the Governor's Conference on Higher Education in December 1997, Joseph Burke, director and senior fellow of the Public Higher Education Program at the Nelson A. Rockefeller Institute of Government, presented results from a national survey that included the rationale for using performance measures in the budget process and various strategies currently used.

Burke indicated that Missouri's unique approach puts the state in a position to show the country how to make performance funding not just a passing phenomenon but a lasting success.

Selected Results

Improved Performance of Students

- Associate pass scores on licensure, certification, or registration exams:
  82 to 85 percent (1993-97)
- New graduate students scoring above the 50th percentile on national entrance exams:
  31 to 58 percent (1992-97)

Increased Graduation Rate

- Six-year completion rate – baccalaureate:
  47 to 55 percent (based on entering classes of 1989 and 1990)

Increased Retention & Higher Completion Rates

- Specialized instruction of at-risk students:
  68 to 82 percent (1992-97)

Increased Successful Transfer Rates

- Community college students with successful transfer:
  10 percent increase (1995-97)

Increased Successful Job Placement

- Community college vocational education placement:
  69 to 76 percent (1992-97)

Through Funding for Results, Missouri's public colleges and universities work together to ensure access, quality, and efficiency, and an overall improvement in the state's system of higher education. Higher education in Missouri has accepted the challenge to invite public scrutiny of its performance.

Academic Affairs

The Coordinating Board for Higher Education shall have approval of proposed new programs to be offered by the state institutions of higher education.

173.005.2(1) RSMo

CBHE Approval of Academic Programs

The Coordinating Board for Higher Education (CBHE) has statutory authority for the approval of new degree programs to be offered by Missouri's public colleges and universities. The Coordinating Board also reviews program proposals submitted by independent colleges and universities and receives these programs with or without pertinent comment. Colleges and universities also submit for Coordinating Board review any proposed changes in the institutional program inventories, such as deletions and additions, title changes, and any reconfigurations of existing programs. This promotes statewide planning for a coordinated, cost-effective system of higher education that supports student access and quality academic programs without unnecessary duplication.

In 1996, Coordinating Board staff initiated extensive discussions with the higher education community to simplify and expedite the academic program review procedures and to make this information more accessible to all interested parties. The Coordinating Board approved the *Policies and Procedures for the Review of Academic Program Proposals: New Academic Programs, Off-site Delivery of Existing Programs and Program Changes* in April 1997.

The intent of the new policy, effective May 1, 1997, is to:

- Provide an orderly and timely process
- Establish informed rules and regulations
- Avoid unnecessary duplication
- Promote partnering
- Reinforce a balanced, cost-effective system
- Result in the fair treatment of all institutions

The Coordinating Board directed its staff to work with representatives from all sectors of higher education on issues related to transfer and articulation policy, out-of-district course approval, and guidelines for degree nomenclature.

1997 Program Statistics, Public Institutions

- 33 new academic programs approved
- 36 programs discontinued
- 1 program placed on inactive status

1997 Program Statistics, Independent Institutions

- 14 new programs received
- 2 programs discontinued

CBHE Review of Out-of-District Courses

Although Missouri statute requires community colleges to receive Coordinating Board approval prior to delivering courses outside their taxing districts, public four-year institutions are not required to obtain CBHE approval of their off-campus courses. With new opportunities for educational delivery via telecommunications and an emphasis on regional planning and partnering, higher education leaders felt the out-of-district course approval policies were cumbersome and overly regulatory, resulting in an excessive commitment of resources.

As a result, the procedures were revised to:

- Establish similar treatment of public two- and four-year institutions
- Foster an open sharing of information among colleges and universities
- Provide Missourians with easily accessible information about educational opportunities offered at external sites
- Create a more efficient system for the delivery of credit courses at external sites
- Encourage institutions to engage in regional planning, partnering, and conflict resolution

After extensive review by the Missouri higher education community, the Coordinating Board approved new procedures for the delivery of courses at external sites in June 1997. Effective in September 1997, the procedures apply to all credit courses offered by public colleges and universities at external sites. While independent institutions are not specifically included in the procedures, they have been encouraged to participate.

Campus-based Review of Academic Programs

Public four-year institutions are required by Coordinating Board policy to conduct campus-based reviews of academic programs. Approximately 20 percent of degree programs are reviewed annually.

Institutions submit to the Coordinating Board executive summaries of the reviews, providing an overview of academic programs, assessment measures, faculty and student resources, and other departmental concerns. Specific action plans addressing program goals are also presented.

Campus-based reviews of academic programs provide substance to institutional planning efforts. The process allows the institutions to evaluate each program for its current status and to set goals for the future by building on known program strengths and addressing program weaknesses.

Institutions continue to make progress toward the refining and strengthening of academic programs and encourage faculty development and research opportunities.

Eisenhower Professional Development Program

The federal Eisenhower Professional Development Program, administered by the U.S. Department of Education, provides formula funding to states for high-quality professional development for in-service and pre-service teachers, primarily in mathematics and science.

The Missouri Department of Elementary and Secondary Education (DESE) distributes 84 percent of the funds, while 16 percent ($791,000) of Missouri's allocation is distributed by the Coordinating Board for Higher Education through its grant program. The overall goals of Missouri's Eisenhower program are developed in partnership with DESE's Division of Instruction staff, and reflect the goals stated in Missouri's consolidated plan for federal education programs.

The competition for funds was opened to nonprofit organizations in 1996. Twenty-four awards, including two to nonprofit organizations, were announced January 31, 1997.

Higher Education Funding

In consultation with the heads of the institutions of higher education affected and against a background of carefully collected data on enrollment, physical facilities, manpower needs, [and] institutional missions, the Coordinating Board for Higher Education shall establish guidelines for appropriation requests by those institutions of higher education.

173.005.2(2) RSMo

Operating Budget

Each fiscal year, the Coordinating Board for Higher Education submits funding requests to the governor and the Missouri General Assembly for the Department of Higher Education, the public two- and four-year colleges and universities, student financial assistance, and other programs administered by the Coordinating Board. Governor Carnahan and the Missouri General Assembly have continually given strong support to Missouri higher education. State funding for public four-year colleges and universities increased by $210.2 million, 42.1 percent, between FY 1993 and FY 1999. Community college funding increased $64.4 million, 91.1 percent, during the same period.

CBHE staff worked with the state's two- and four-year college and university presidents in developing the FY 1999 operating budget recommendations of more than $1 billion. In October 1997, the Coordinating Board approved the FY 1999 funding request, built around the board's strategic initiatives and emphasizing results-oriented accountability.

The FY 1999 request includes $62,873,899 in new funding for the strategic initiatives included in the *Blueprint for Missouri Higher Education*.

Funding for Results	**$11,037,468**
Four-year Institutions	**$ 2,278,298**
Two-year Institutions	
Institutional Mission Review and Enhancement	**$25,542,759**
MOSTARS	
Bridge Scholarship Program	**$ 4,900,000**
Outreach	**$ 238,000**
Postsecondary Technical Education	
RTEC Plans	**$ 5,000,000**
Workforce Preparation	**$ 3,000,000**
Telecommunications-based Delivery System	
MOREnet	**$ 5,700,000**
Common Library Platform	**$ 2,675,408**
Instructional Technology	**$ 2,501,966**

Governor Carnahan's FY 1999 budget recommendation of $1,016,221,764 includes an increase of $98.8 million, 10.8 percent more than the FY 1998 appropriation for higher education.

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Department of Higher Education Operating Budget, FY 1999

	FY 1998 APPROPRIATION	FY 1999 CORE	FY 1999 REQUEST
Coordination			
Coordination Administration	1,124,705	1,124,705	1,329,847
Proprietary School Regulation	121,270	121,270	128,223
Proprietary School Bond	1 E	1 E	1 E
Midwest Higher Education Commission	58,000	58,000	58,000
Contracting for Academic Programs	150,000	150,000	250,000
Common Library Platform Project	0	0	2,875,408
State Anatomical Board	3,069	3,069	3,069
Eisenhower Professional Development Program	1,768,120	1,768,120	1,768,834
Federal Grants: Statewide Initiatives FIPSE	507,457	507,457	507,457
Grant & Scholarship Programs			
Grant and Scholarship Administration	258,807	258,807	283,844
Higher Education Academic Scholarship Program	14,000,000	14,000,000	14,000,000
Charles Gallagher Student Financial Assistance Program	15,107,878	14,877,878	15,982,468
Public Service Survivor Grant Program	22,000	22,000	22,000
Vietnam Veterans Survivors Scholarship Program	1 E	1 E	1 E
Paul Douglas Teacher Scholarship Program	1 E	1 E	1 E
Higher Education Scholarship Program	100,000 E	100,000 E	100,000 E
Marguerite Ross Barnett Mem. Scholarship Prog.	350,000	350,000	500,000
Missouri Student Loan Program			
Missouri Student Loan Program Administration	6,860,995	6,860,995	7,426,091
Missouri Student Loan Program Revolving Fund	60,000,000 E	60,000,000 E	65,000,000 E
Tax Refund Offset Program	750,000 E	750,000 E	750,000 E
Lender of Last Resort Program	1 E	1 E	1 E
Public Two-Year Institutions			
State Aid to Community Colleges	109,814,771	109,764,771	123,483,581
Postsecondary Technical Education Plan	9,925,000	9,845,000	14,845,000
Out-of-District Instructional Programs	415,338	415,338	972,446
Community College Tax Refund Offset	1 E	1 E	1 E
Linn State Technical College	3,745,400	3,745,400	4,363,093
Public Four-Year Institutions			
Harris-Stowe State College	7,887,136	7,887,136	9,189,829
Missouri Southern State College	18,318,421	18,318,421	20,881,063
Western State College	18,360,896	18,540,896	21,174,738
Central Missouri State University	50,903,836	50,903,836	57,978,222
Southeast Missouri State University	41,906,403	41,906,403	47,184,003
Southwest Missouri State University	73,436,772	73,536,772	83,797,365
Northwest Missouri State University	25,310,851	25,310,851	29,030,876
Truman State University	36,433,196	36,433,196	41,774,636
Lincoln University	14,482,976	14,482,976	16,482,368
University of Missouri	388,607,930	384,607,930	413,047,457
University of Missouri Health Programs			
Hospital and Clinics	9,084,364	9,084,364	9,303,763
Ellis Fischel Cancer Center	4,286,956	4,286,956	4,404,061
Missouri Rehabilitation Center	10,191,528	10,191,528	10,463,986
Missouri Institute of Mental Health	2,384,564	2,384,564	2,456,100
Alzheimer's Research Program	236,755	236,755	343,839
Missouri Kidney Program	4,182,725	4,182,725	4,289,775
MO Research/Education Network	5,000,000	5,000,000	10,700,000
State Historical Society	967,504	967,504	985,366
State Seminary Fund	480,000	480,000	1,975,000
GRAND TOTAL	917,441,424	912,861,424	1,039,933,728
Plan For Financing			
General Revenue	778,751,287	835,641,910	985,690,418
Lottery	66,673,550	5,732,927	5,732,927
Federal	3,805,578	3,275,578	3,277,382
Missouri Student Loan Fund	66,860,995	66,860,995	72,358,091
Other Funds	1,350,014	1,350,014	2,875,013
TOTAL	917,441,424	912,861,424	1,039,933,728

Capital Improvements Budget

In October 1997, the Coordinating Board approved a state funding request for 17 capital improvements projects totaling $114,818,911 for the public four-year colleges and universities and Linn State Technical College. Projects congruent with the academic mission of the institution within the state system of higher education receive priority consideration.

The board's guidelines for choosing capital projects to recommend for state funding also emphasize the renovation of existing structures before new construction and ensure classrooms incorporate appropriate technology and provide access for individuals with physical disabilities. Finally, the recommendations are made to ensure the completion of renovation or addition projects for which funds have previously been recommended and construction is currently underway.

FY 1999 Capital Requests by Priority

CBHE Priority	Institution	Facility Name	Project Description	Institutional Request	CBHE Recomm.
1	UM-Columbia	Townsend Hall	Renovate classrooms, mechanical, electrical, safety, ADA	2,500,000	2,500,000
2	Lincoln	Old Library Building	Renovation & corrective construction of the old library	2,364,375	2,364,375
3	Northwest	Garrett-Strong	Renovate for better utilization of portions of the building	12,480,135	12,480,135
4	Southwest	Meyer Library	Construct Info. Center addition & modernize existing library	26,608,247	26,608,247
5	Western	Eder Building	Construct building addition & renovate existing structure	4,700,000	4,700,000
6	UM-Kansas City	Dental School	Renovation of labs, classrooms, add research labs	13,100,000	13,100,000
7	UM-St. Louis	Benton-Stadler Halls	Completion of renovation	4,879,000	4,879,000
8	Central	Ward Edwards Building	Renovation to convert from library to general academic use	9,160,470	9,160,470
9	Southern	Soiva Library	Planning & construction of addition	6,507,440	6,507,440
10	Harris-Stowe	Phys. Ed./Performing Arts	Design & construct Phys. Ed. & Performing Arts building	4,919,596	4,919,596
11	Linn State	Information Tech. Center	Construct phase 1 of classroom, library & telecomm. building	6,669,926	6,669,926
12	UM-Columbia	Business & Public Admin.	Planning for College of Business & Public Admin. building	17,127,000	1,000,000
13	Southeast	Technical Ed. Indus. Tech	Technical Education/Industrial Technology facility	6,974,722	6,974,722
14	Truman State	Science Hall	Planning for Science Hall addition & renovation	24,449,725	1,500,000
15	UM-Rolla	Butler-Carlton	Planning for building renovation & construction of addition	17,750,000	1,000,000
16	Southern	Ummel Technology	Remodel Auto Tech. area for CAM, MIMS, dental hygiene	455,000	455,000
17	UM-St. Louis	Communication Arts	Construction of building for music, theater, art, comm.	25,020,000	10,000,000

Independent Auditor's Report

A complete report, including history, organization and statistical data, and the Management Advisory Report may be obtained upon request.

October 21, 1997

We have audited the financial statements, identified in the table of contents, of the various funds of the State Guaranty Student Loan Program of the Department of Higher Education as of and for the year ended June 30, 1997. These financial statements are the responsibility of the program's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements in Exhibits A through C present fairly, in all material respects, the financial position of the Guaranty Student Loan Program as of June 30, 1997, and the results of its operations for the year then ended in conformity with generally accepted accounting principles.

The accompanying History and Organization and Statistical Data is presented for informational purposes. This background information was obtained from the program's management and was not subjected to the auditing procedures applied in the audit of the financial statements.

Our comments on internal controls, compliance with legal requirements, management practices, and related areas are presented in the accompanying Management Advisory Report.

Margaret Kelly

Margaret Kelly, CPA
State Auditor

Missouri Student Loan Program Balance Sheet

Exhibit A		STATE GUARANTY STUDENT LOAN FUND	AUTOMATED TRANSFER OF MONEY (ATOM) FUND	TOTAL (Memorandum Only)
ASSETS				
Cash (Note 2)	$	46,956,298	57,317	47,022,615
DUE FROM FEDERAL GOVERNMENT:				
Reinsurance (Note 3)		6,148,350	0	6,148,350
Administrative expense allowance		272,860	0	272,860
Supplemental preclaims assistance		202,925	0	202,925
Guarantee fees receivable		44,579	0	44,579
Consolidation fees receivable		11,400	0	11,400
Due from ATOM fund		37,663	0	37,663
Due from schools		0	7,831	7,831
TOTAL ASSETS	$	53,683,075	65,148	53,748,223
LIABILITIES & FUND BALANCE				
LIABILITIES				
Accrued Payroll	$	5,974	0	5,974
Employee fringe benefits payable		19,263	0	19,263
Accounts payable		2,817,392	0	2,817,392
Deferred federal advances (Note 4)		1,874,831	0	1,874,831
Due to Student Loan Fund		0	37,663	37,663
Due to lenders		0	27,485	27,485
TOTAL LIABILITIES		4,717,460	65,148	4,782,608
FUND BALANCE		48,965,615	0	48,965,615
TOTAL LIABILITIES & FUND BALANCE	$	53,683,075	65,148	53,748,223

Missouri Student Loan Program
Statement of Revenues, Expenditures, & Changes in Fund Balance

Exhibit B		STATE GUARANTY STUDENT LOAN FUND	AUTOMATED TRANSFER OF MONEY (ATOM) FUND	TOTAL (Memorandum Only)
REVENUES				
Guarantee fees	$	717,854	1,117,737	1,835,591
FEDERAL REIMBURSEMENTS:				
Administrative expense allowance (Note 5)		1,668,972	0	1,668,972
Defaulted loans		54,044,453	0	54,044,453
Supplemental preclaims assistance (Note 6)		855,782	0	855,782
Interest income		2,483,421	102,635	2,539,056
Loan recoveries		16,845,800	0	16,845,800
Loan disbursements from banks		0	108,294,139	108,294,139
School returns		0	2,037,588	2,037,588
Consolidation fees		11,400	0	11,400
Miscellaneous		21,696	0	21,696
TOTAL REVENUES	$	76,602,358	111,552,096	188,154,454
EXPENDITURES				
Personal service		887,000	0	887,000
Employee fringe benefits		226,819	0	226,819
Expense & equipment (Notes 7 & 8)		5,939,193	0	5,939,193
Defaulted loan purchases		53,396,514	0	53,396,514
Loan recovery reimbursements		12,882,945	0	12,882,945
Collection agency fees (Note 9)		2,033,075	0	2,033,075
Payments to schools		0	109,428,198	109,428,198
Payments to lenders		0	905,525	905,525
Bank charges		0	11,192	11,192
TOTAL EXPENDITURES (Note 10)		75,364,246	110,342,915	185,707,161
REVENUES OVER (UNDER) EXPENDITURES		1,238,112	1,209,181	2,447,293
OTHER FINANCING SOURCES (USES)				
OPERATING TRANSFERS:				
In		1,209,181	0	1,209,181
Out		0	(1,209,181)	(1,209,181)
Appropriations exercised by other state agencies: (Note 10)		(54,588)	0	(54,588)
REVENUES OVER (UNDER) EXPENDITURES & OTHER FINANCING SOURCES (USES)		2,392,705	0	2,392,705
FUND BALANCE, JULY 1		46,572,910	0	46,572,910
FUND BALANCE, JUNE 30		48,965,615	0	48,965,615

Missouri Student Loan Program
Statement of Appropriations & Expenditures (Year Ended June 30, 1997)

Exhibit C		APPROPRIATIONS	EXPENDITURES (Note 14)	LAPSED BALANCES
LOAN PROGRAM ADMINISTRATION:				
Personal service / Expense & equipment	$	6,540,473	6,137,496	402,977
Purchase of defaulted loans, reimbursement to federal government of loan recoveries, & investment of funds of the State Guaranty Student Loan Fund		55,000,000	53,439,179	1,560,821
TOTAL STATE GUARANTY STUDENT LOAN FUND	$	61,540,473	59,576,675	1,963,798

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Higher Education Legislation

The following bills affecting higher education were passed during the First Regular Session of the 89th General Assembly and signed into law by Governor Mel Carnahan in 1997.

HB 356: State Employee Retirement System

This legislation on the Missouri State Employees Retirement System (MOSERS) makes substantial changes to the survivor benefit provisions applicable to all members who terminated employment on or after October 1, 1984. Such members will be allowed a 50 percent benefit to the surviving spouse. This option also will be available to retired members who would receive a lump sum payment for the difference the member would have received had the option been available at the time of retirement.

This bill also removes the 65 percent cost of living adjustment cap for MOSERS members employed on or after August 28, 1997, and their survivors and replaces it with a cost of living increase keyed to 80 percent of the increase in the consumer price index, not to exceed five percent of the previous benefit. Members employed before August 28, 1997, and their survivors will receive cost of living increases on the same basis, effective when the retiree reaches the 65 percent total annual increases. The increase in required contributions associated with these changes will not be effective until FY 1999.

HB 651 & SB 388: SMSU Property

These identical bills allow a property transfer between Southwest Missouri State University and the city of Springfield.

SB 346: Student Financial Assistance

This bill provides that the Missouri Student Grant Program be referred to as the "Charles Gallagher Student Financial Assistance Program."

HB 250: Governing Boards

This legislation allows certain non-profit corporations to call their governing boards a "board of curators." This bill was designed to codify the traditional use of the term "board of curators" at Central Methodist College.

HB 663: Alzheimer's Research Awards

This bill increases the maximum grant for Alzheimer's research awards at the University of Missouri-Columbia from twenty thousand to thirty thousand dollars.

Challenge Scholarship Program

Despite strong support from the higher education community and others, Governor Mel Carnahan's proposed Challenge Scholarship Program did not make it through the 1997 legislative session.

The Challenge Scholarship would have provided an income tax credit worth $500 for 1998, $1,000 for 1999, and $1,500 for 2000 and beyond. The credit could have been claimed for a student's first 60 hours of postsecondary education and/or up to a maximum cumulative credit of $3,000.

CBHE staff worked extensively with college and university registrars, financial aid professionals, business officers, and presidents in developing the legislation and implementation plan and building support for the program.

In the final days of the legislative session, the Senate passed a version of the scholarship legislation after amending it onto HB 491, the bill reducing the sales tax on food. However, it was not included in the conference committee report on HB 491 that was ultimately passed by both chambers.

Although neither of the original bills, SB 287 and HB 538, emerged after being referred to the Senate Budget Committee, the proposal is evidence of Governor Carnahan's commitment to universal access to the 13th and 14th years of education.

Higher Education Statistics

The Coordinating Board shall collect the necessary information and develop comparable data for all institutions of higher education in the state.

173.005.2(7) RSMo

Historical Trend in Total Full-Time Equivalent (FTE) Enrollment at Public Institutions

Fall 1981 to Fall 1997

INSTITUTION	FALL 1988	FALL 1989	FALL 1990	FALL 1991	FALL 1992	FALL 1993	FALL 1994	FALL 1995	FALL 1996	FALL 1997	%CHANGE 96-97
Public Four-Year Colleges											
Harris Stowe	831	835	902	886	936	1,026	1,042	1,094	1,095	1,104	0.8%
Missouri Southern	3,918	4,313	4,342	4,281	4,313	4,210	4,045	4,050	4,030	4,183	3.8%
Missouri Western	3,139	3,285	3,533	3,805	3,961	3,935	3,891	3,901	3,930	4,017	2.2%
[redacted] Subtotal	7,888	8,433	8,777	8,972	9,210	9,171	8,978	9,045	9,055	9,304	2.7%
Regional Universities											
Central	8,921	9,439	9,575	9,883	9,707	9,177	8,709	8,600	8,372	8,234	-1.6%
Northwest	4,643	4,957	5,127	5,272	5,095	5,045	5,085	5,091	5,094	5,168	1.5%
Southeast	7,283	7,092	7,179	7,214	7,055	6,673	6,345	6,513	6,440	6,381	-0.9%
Southwest	13,701	14,818	15,784	15,657	15,303	14,555	13,791	13,082	12,925	13,000	0.6%
West Plains	368	425	542	587	631	664	689	656	726	815	12.3%
[redacted] Subtotal	34,916	36,731	38,207	38,613	37,791	36,114	34,619	33,942	33,557	33,598	0.1%
Statewide Liberal Arts											
Truman	5,772	5,896	5,658	5,824	5,850	6,003	6,121	6,161	6,153	6,176	0.4%
1890 Land Grant											
Lincoln	1,814	2,056	2,393	2,809	2,743	2,547	2,429	2,365	2,048	2,142	4.6%
1862 Land Grant											
UMC	19,889	20,525	21,040	20,762	19,561	18,408	18,223	18,560	18,812	18,913	0.5%
UMKC	7,741	7,609	7,441	7,331	7,014	6,560	6,674	6,901	6,983	7,185	2.9%
UMR	4,442	4,323	4,208	4,372	4,517	4,655	4,502	4,524	4,501	4,219	-6.3%
UMSL	8,170	8,562	8,855	8,859	8,229	8,412	8,715	8,851	8,920	8,693	-2.5%
[redacted] Subtotal	40,242	41,019	41,544	41,324	39,321	38,035	38,114	38,836	39,216	39,010	-0.5%
PUBLIC FOUR-YEAR TOTAL	90,632	94,135	96,579	97,542	94,915	91,870	90,261	90,349	90,029	90,230	0.2%
Public Community Colleges											
Crowder	997	1,008	1,100	1,101	1,144	1,095	1,039	1,025	1,093	1,064	-2.7%
East Central	1,594	1,688	1752	1,894	2,032	1,953	1,740	1,630	1,672	1,700	1.7%
Ozarks Tech.				701	1,163	1,638	1,693	1,927	2,296	2,839	23.6%
Jefferson	2,306	2,582	2,747	2,802	2,903	2,726	2,638	2,501	2,552	2,546	-0.2%
Longview	3,989	4,691	5,080	5,152	4,985	4,781	4,500	4,353	4,203	4,222	0.5%
Maple Woods	2,007	2,201	2,504	2,652	2,720	2,680	2,477	2,449	2,476	2,541	2.6%
Penn Valley	2,856	3,095	3,120	3,084	3,182	2,903	2,675	2,336	2,233	2,056	-7.9%
Pioneer											
Mineral Area	1,354	1,598	1,695	1,730	1,865	1,826	1,576	1,468	1,558	1,633	4.8%
Moberly	1,000	1,087	1,140	1,235	1,344	1,267	1,141	1,125	1,225	1,221	-0.3%
St. Charles	1,054	1,415	1,740	2,001	2,403	2,392	2,331	2,343	2,453	2,803	14.3%
Florissant Valley	4,844	5,213	5,146	5,074	4,803	4,589	4,261	3,985	3,852	3,721	-3.4%
Forest Park	2,922	3,093	3,393	3,676	3,812	3,535	3,357	3,160	3,185	3,090	-3.0%
Meramec	6,769	7,187	7,401	7,612	7,566	7,153	7,092	7,054	6,963	6,953	-0.1%
State Fair	1,170	1,402	1,505	1,580	1,579	1,597	1,511	1,433	1,311	1,335	1.8%
Three Rivers	1,206	1,321	1,376	1,557	1,701	1,710	1,629	1,586	1,613	1,636	1.4%
North Central	483	533	588	654	680	712	680	660	707	772	9.2%
[redacted]	**34,551**	**38,114**	**40,287**	**42,505**	**43,882**	**42,557**	**40,340**	**39,035**	**39,392**	**40,132**	**1.9%**
State Technical Institutions											
Linn State	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	826	878	6.3%
PUBLIC INSTITUTION TOTAL	125,183	132,249	136,866	140,047	138,797	134,427	130,601	129,384	130,247	131,240	0.8%

Historical Trend in Total Full-Time Equivalent (FTE) Enrollment at Independent Institutions

Fall 1981 to Fall 1997

INSTITUTION	FALL 1988	FALL 1989	FALL 1990	FALL 1991	FALL 1992	FALL 1993	FALL 1994	FALL 1995	FALL 1996	FALL 1997	%CHANGE 96-97
INDEPENDENT UNIVERSITIES											
Saint Louis	8,022	8,105	9,334	8,460	8,565	8,653	8,258	8,668	9,115	9,443	3.6%
Washington	10,907	9,608	11,288	10,520	9,860	9,677	9,834	9,795	9,997	9,958	-0.4%
Webster	3,402	3,713	3,813	4,021	4,541	4,814	4,926	5,362	5,831	6,429	10.3%
Subtotal	22,331	21,426	24,435	23,001	22,966	23,144	23,018	23,825	24,943	25,830	3.6%
INDEPENDENT FOUR-YEAR COLLEGES											
Avila	845	798	809	849	911	934	981	966	910	901	-1.0%
Cardinal Newman	-	-	-	-	-	-	-	-	-	-	-
Central Methodist	679	746	803	858	868	912	931	949	957	1,048	9.5%
Columbia	2,296	2,469	2,781	3,444	3,439	3,852	3,979	3,681	4,454	4,885	9.7%
Culver-Stockton	943	1,000	1,039	1,095	1,085	1,065	1,029	977	1,006	981	-2.5%
Drury	1,964	2,050	2,175	2,219	2,206	2,247	2,245	2,353	2,526	2,696	6.7%
Evangel	1,527	1,480	1,489	N/A	1,362	N/A	1,475	1,498	1,518	1,577	3.9%
Fontbonne	716	764	807	879	1,233	1,355	1,280	1,342	1,431	1,525	6.6%
Hannibal-LaGrange	572	580	705	593	632	631	609	639	694	785	13.1%
Lindenwood	1,082	1,208	1,551	2,114	2,199	2,730	2,854	3,156	3,418	3,871	13.3%
Maryville	1,770	1,878	1,907	2,051	2,193	2,279	2,100	1,960	1,921	1,944	1.2%
Missouri Baptist	566	641	659	720	802	990	1,070	1,278	1,337	1,310	-2.0%
Missouri Valley	1,118	1,120	1,022	1,039	1,162	1,149	1,260	1,260	1,267	1,330	5.0%
Park	1,671	2,082	2,468	2,195	2,945	2,724	3,054	2,578	2,866	2,935	2.4%
Rockhurst	1,892	1,793	1,783	1,745	1,711	1,807	1,961	2,076	2,133	2,047	-4.0%
College of the Ozarks	1,115	1,365	1,456	1,559	1,473	1,476	1,477	1,490	1,501	1,531	2.0%
Southwest Baptist	1,746	2,388	2,159	2,043	2,261	2,235	2,954	2,147	2,214	2,530	14.3%
Stephens	1,017	950	936	896	867	824	800	728	740	662	-10.5%
Tarkio	1,637	819	636	-	-	-	-	-	-	-	-
Westminster	638	691	729	699	696	681	643	593	652	648	-0.6%
William Jewell	1,607	1,570	1,644	1,533	1,527	1,469	1,434	1,324	1,287	1,250	-2.9%
William Woods	729	715	716	701	783	799	810	949	991	1,152	16.2%
[redacted] Subtota	26,130	27,107	28,274	27,232	30,355	30,159	32,946	31,944	33,823	35,608	5.3%
INDEPENDENT TWO-YEAR COLLEGES											
Cottey	363	359	360	375	433	392	363	328	305	326	6.9%
Kemper	200	237	197	191	210	211	226	N/A	N/A	332	N/A
Northwest Missouri CC	-	-	-	-	-	-	425	-	-	-	-
St. Mary's	-	-	-	-	-	-	-	-	-	-	-
St. Paul's	-	-	-	-	-	-	-	-	-	-	-
Wentworth	280	246	239	237	176	187	346	296	122	182	49.2%
Subtota	843	842	796	803	819	790	1,360	624	427	840	96.7%
INDEPENDENT INSTITUTION TOTAL	49,304	49,375	53,505	51,036	54,140	54,093	57,324	56,393	59,193	62,278	5.2%
STATE TOTAL	174,487	181,624	190,371	191,083	192,937	188,520	187,925	185,777	189,440	193,518	2.2%

Figures for Fall 1992 and Fall 1993 are for day division only.
N/A indicates that data are not available
- indicates that the institution is no longer open

NOTE: Figures may vary from previous reports due to updates.

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Each year, the Coordinating Board for Higher Education produces and distributes the *Statistical Summary of Missouri Higher Education*. The report presents data on Missouri's public and independent institutions related to:

Preparation
ACT Scores
High School Ranking

Access
Fees
Financial Aid

Enrollment
Headcount
Full-time Equivalent
By Age
By Gender & Ethnicity
By Geographic Origin

Resources
Faculty & Staff
Financial
Library

Degrees Conferred
By Level
By Discipline
By Gender & Ethnicity

Transfers
Degree-seeking
Non-degree-seeking

Enrollment Forecast

At the Coordinating Board's June 1997 meeting, Steve Chatman, director of analytical studies at the University of Missouri, presented the enrollment projection model he developed for the University of Missouri campuses and later applied to all Missouri public four-year institutions. Chatman made three observations in his report:

- Compared to fall 1996, undergraduate enrollment will likely increase 10 percent by fall 2000 and 15 percent by fall 2003
- After rapid increases through 2000, the rate of change will slow but continue upward through 2009, when enrollment may be 19 percent higher than in fall 1996
- Numerically, the increase from 1996 to 2009 will be nearly 20,000 undergraduate students

The forecasted increases, while substantial, are for freshmen classes smaller than those experienced as recently as eight years ago (1989-90) and considerably less than those experienced sixteen years ago (1981-82).

In his analysis, Chatman considered the progression of enrolled students from one year to the next and the forecasts of high school graduates to drive the first-time freshmen and readmitted students that are entering the system.

Educational Outcomes

At its December 1997 meeting, the Coordinating Board received a report from Stephen G. Katsinas, University of Toledo, and J. Leland Johnson, The Medical College of Ohio, comparing Missouri higher education to the rest of the nation in areas such as enrollment and degree attainment.

The Katsinas/Johnson report supported the Chatman study in terms of enrollment, stating that Missouri's growth rate is projected to be a moderate seven percent.

According to the report, Missouri lags behind the nation in educational degree attainment, as measured by the percentage of its adult population 25 years of age and older possessing associate, baccalaureate, graduate, and professional degrees.

Since 1990, however, Missouri has considerably closed the gap. In 1990, Missouri was well behind the U.S. average for associate, baccalaureate, graduate, and professional degree attainment.

In terms of associate degree attainment, the gap between the national average and Missouri's was 1.7 percent but had closed to 1.0 percent by 1997. In terms of attaining a baccalaureate degree, the gap was 1.4 percent in 1990, whereas in 1997, the gap was 0.6 percent. Similarly, the gap in graduate and professional degree attainment closed from 1.1 percent in 1990 to 0.3 percent in 1997.

As stated in the report, the success in closing the gap represents dramatic progress, which is a result of enlightened leadership from the legislature, governor, Coordinating Board, and business, civic, and education leaders.

Degrees Conferred by Public Institutions, by Level
FY 1997

	CERTIFICATES*	ASSOCIATE	BACHELOR	MASTER	DOCTORATE	FIRST PROF	OTHER**	TOTAL
PUBLIC FOUR-YEAR COLLEGES								
Harris-Stowe	0	0	174	0	0	0	0	174
Southern	0	119	544	0	0	0	0	663
Western	6	84	588	0	0	0	0	677
Subtota	7	203	1,306	0	0	0	0	1,514
REGIONAL UNIVERSITIES								
Central	0	48	1,653	496	0	0	19	2,216
Northwest	15	0	794	181	0	0	12	1,002
Southeast	8	37	1,179	176	0	0	14	1,414
Southwest	0	0	2,228	486	0	0	22	2,736
West Plains	0	129	0	0	0	0	0	129
Subtota	23	214	5,854	1,339	0	0	67	7,497
STATEWIDE LIBERAL ARTS								
Truman	0	0	1,164	121	0	0	0	1,285
1890 LAND GRANT								
Lincoln	0	75	270	79	0	0	0	424
1862 LAND GRANT								
UMC	0	0	3,177	981	264	278	32	4,732
UMKC	0	0	1,024	733	52	318	36	2,163
UMR	0	0	834	332	59	0	0	1,225
UMSL	0	0	1,673	671	29	37	0	2,410
Subtota	5	0	6,708	2,717	404	633	68	10,530
PUBLIC COLLEGE & UNIVERSITY TOTAL	28	492	15,302	4,256	404	633	135	21,250
PUBLIC TWO-YEAR COLLEGES								
Crowder	146	220	0	0	0	0	0	366
East Central	254	212	0	0	0	0	0	466
Ozarks Tech.	147	175	0	0	0	0	0	322
Jefferson	270	403	0	0	0	0	0	673
Longview	159	503	0	0	0	0	0	662
Maple Woods	194	170	0	0	0	0	0	364
Penn Valley	479	180	0	0	0	0	0	659
Mineral Area	34	267	0	0	0	0	0	301
Moberly	25	227	0	0	0	0	0	252
St. Charles	21	270	0	0	0	0	0	291
Florissant Valley	125	593	0	0	0	0	0	718
Forest Park	147	426	0	0	0	0	0	573
Meramec	167	776	0	0	0	0	0	943
State Fair	102	283	0	0	0	0	0	385
Three Rivers	24	249	0	0	0	0	0	273
North Central	35	153	0	0	0	0	0	188
Subtota	2,129	4,107	0	0	0	0	0	7,436
STATE TECHNICAL INSTITUTION								
Linn State	79	234	0	0	0	0	0	313
PUBLIC INSTITUTION TOTALS								
1997	2,436	5,833	15,302	4,256	404	633	135	28,999
1996	2,682	6,199	14,992	4,098	379	670	193	29,213
1995	2,539	6,075	15,657	3,805	341	663	180	29,260
1994	2,546	6,170	16,290	3,890	378	628	205	30,107
1993	2,859	5,853	16,134	4,001	389	651	197	30,084
1992	2,779	5,679	15,709	3,875	395	679	207	29,323
1991	2,334	5,328	14,567	3,775	353	722	224	27,303

* Includes less than 1-year, less than 2-year and less than 4-year certificates

** Includes post-baccalaureate and post-master's degrees

N/A Indicates that data are not available

NOTE: Linn State is included in totals beginning in 1996

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Degrees Conferred by Independent Institutions, by Level

FY 1997

	CERTIFICATES*	ASSOCIATE	BACHELOR	MASTER	DOCTORATE	FIRST PROF	OTHER**	TOTAL
INDEPENDENT UNIVERSITIES								
Saint Louis	72	17	1,352	726	137	362	8	**2,674**
Washington	0	0	1,341	1,278	178	331	17	**3,145**
Webster	25	0	861	3,245	8	0	0	**4,139**
[redacted] Subtotal	97	17	3,554	5,249	323	693	25	9,958
INDEPENDENT FOUR-YEAR COLLEGES								
Avila	3	0	187	76	0	0	0	**266**
Central Methodist	0	9	222	0	0	0	0	**231**
Columbia	0	596	1,281	0	0	0	0	**1,877**
Culver-Stockton	0	0	210	0	0	0	0	**210**
Drury	0	106	431	93	0	0	0	**630**
Evangel	0	6	318	0	0	0	0	**324**
Fontbonne	15	0	297	240	0	0	0	**552**
Hannibal-LaGrange	1	25	149	0	0	0	0	**175**
Lindenwood	0	0	517	303	0	0	0	**820**
Maryville	0	0	586	168	0	0	0	**754**
Missouri Baptist	6	3	208	0	0	0	0	**217**
Missouri Valley	0	2	146	0	0	0	0	**148**
Park	0	249	1,770	41	0	0	0	**2,060**
Rockhurst	14	0	409	187	0	0	4	**614**
College of the Ozarks	0	0	240	0	0	0	0	**240**
Southwest Baptist	1	3	395	139	0	0	0	**538**
Stephens	0	14	149	0	0	0	4	**167**
Westminster	0	0	115	0	0	0	0	**115**
William Jewell	15	0	282	0	0	0	0	**297**
William Woods	0	0	166	111	0	0	0	**277**
[redacted] Subtotal	55	1,013	8,078	1,358	0	0	8	10,512
INDEPENDENT TWO-YEAR COLLEGES								
Cottey	0	103	0	0	0	0	0	**103**
Kemper	0	79	0	0	0	0	0	**79**
Wentworth	0	61	0	0	0	0	0	**61**
[redacted] Subtotal	0	243	0	0	0	0	0	243
INDEPENDENT TOTALS								
1997	152	1,273	11,632	6,607	323	693	33	**20,713**
1996	158	1,269	11,043	6,418	310	708	19	**19,925**
1995	182	1,448	10,922	6,272	275	705	9	**19,813**
1994	545	901	9,629	5,937	303	679	13	**18,007**
1993	186	1,263	10,177	5,095	253	661	2	**17,637**
1992	238	1,197	9,555	5,275	322	705	3	**17,206**
1991	156	1,341	9,087	4,852	250	714	13	**16,413**
STATE TOTALS								
1997	2,588	7,106	26,934	10,863	727	1,326	168	**49,712**
1996	2,840	7,468	26,035	10,516	689	1,378	212	**49,138**
1995	2,721	7,523	26,579	10,077	616	1,368	189	**49,073**
1994	3,091	7,071	25,919	9,827	681	1,307	218	**48,114**
1993	2,859	7,116	26,311	9,096	642	1,312	197	**47,721**
1992	2,779	6,876	25,264	9,150	717	1,384	207	**46,618**
1991	2,490	6,669	23,654	8,627	603	1,436	237	**43,716**

* **Includes less than 1-year, less than 2-year and less than 4-year certificates**

** **Includes post-baccalaureate and post-master's degrees**

N/A Indicates that data are not available

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Planning & Policy Development

Designing a coordinated plan for higher education in the state.

173.020(4) RSMo

The Coordinating Board for Higher Education (CBHE) makes a conscious effort to consult the higher education community in Missouri as well as national scholars when planning and setting policy for Missouri higher education. The following items illustrate some of the ways in which the Coordinating Board communicates with its publics in order to expose higher education leaders to national issues and new ideas so they make informed decisions in the best interest of Missouri citizens.

Transfer & Articulation Conference

The fifth annual Statewide Conference on Transfer and Articulation, "Balancing Policy and Practice: Partnerships for Student Success," was held February 18 and 19, 1997, in Osage Beach. More than 345 educators, administrators, and board members attended the annual event to improve the transfer of students between institutions.

The 1997 conference was jointly sponsored by the Council on Public Higher Education, the Missouri Community College Association, the Independent Colleges and Universities of Missouri, the University of Missouri, and the Coordinating Board.

Dixie Kohn, president of Mineral Area College, was honored by the higher education community for his service as a ten-year member of the CBHE Transfer and Articulation Committee. President Kohn has been instrumental in initiating new programs to benefit the students of Missouri.

Mel George, president emeritus of the University of Missouri, delivered the keynote address at the opening session. Clifford Adelman, senior analyst for the U.S. Department of Education, and Steven Crow, acting executive director of the North Central Association for Colleges and Schools, also were featured speakers.

The conference agenda included 15 breakout sessions on topics related to credit transfer, dual credit programs, and coordinating the educational needs of Missouri citizens.

Trustee Development

The Coordinating Board for Higher Education implemented a new program in 1996 to assist institutional governing board members in becoming effective stewards of Missouri higher education. Nearly 75 institutional presidents and governing board members from two- and four-year public and private institutions throughout the state gathered for a one-day professional development workshop on June 11, 1997, in Springfield. The workshop, sponsored by the Coordinating Board and the Missouri Community College Association (MCCA), explored significant governance issues and responsibilities of trustees.

Connie Campbell, CBHE member and chair of the CBHE Ad Hoc Committee on Trusteeship Development, and Jean Ehlmann, St. Charles County Community College trustee and president of the MCCA Trustee Department, organized the program. The workshop began with a special session for new trustees, in which they discussed a board's culture, education, interpersonal relationships, analytical skills, political skills, and strategy.

Tabletop discussions with members of the Coordinating Board and sessions on the board's immunity and liability, the board's role in improving institutional performance, and strengthening the board/CEO relations followed. Commissioner of Higher Education Kala Stroup closed the workshop with a dinner presentation on the expectations and challenges of higher education.

"I believe there is great value in bringing representatives from all areas of our system of higher education together – presidents, chancellors, and governing board members – to discuss the challenge of focusing on r[illegible]"

Governor Mel Carnahan – Governor's Conference on Higher Education, December 11, 1997

Internships & Faculty Fellowships

The Coordinating Board for Higher Education initiated intern and faculty fellowship programs in 1996 to provide faculty and students with opportunities to foster personal and professional development as well as a greater understanding of higher education. In addition, the Coordinating Board and its staff benefit from the perspectives of faculty and students.

Since 1996, five faculty fellows and 16 student interns, from nine different colleges and universities, have participated in the programs. CBHE staff continue to seek faculty and students from the public and independent colleges and universities.

David Cornell, University of Missouri-Kansas City, received special recognition from Governor Mel Carnahan during the 1997 Governor's Conference on Higher Education for being named the 1997 Council for Advancement and Support of Education Professor of the Year.

Joint Meetings

State Board of Education

The Coordinating Board for Higher Education and the State Board of Education meet regularly to discuss initiatives in which they have a shared interest or responsibility, e.g., teacher education, high school exit/college entrance requirements, technical education, etc. The boards look for ways in which they can work together to improve education at all levels.

The two boards met in Jefferson City on September 12, 1997. Staff from the Department of Elementary and Secondary Education reported on the new Missouri Assessment Program and the Missouri Commission on the Future of Teaching.

Department of Higher Education staff discussed linkages between secondary and postsecondary schools, such as the recommended high school core curriculum, technical education, and information technology.

Institutional Governing Boards

In conjunction with each of its regular meetings, the Coordinating Board meets with the governing board of the host institution. This allows the boards to become acquainted and to discuss the institution's mission and other topics of interest. In 1997, the Coordinating Board met jointly with the governing boards of Central Missouri State University, Southwest Missouri State University, and the University of Missouri.

Missouri K-16 Coalition

In late 1997, the Coordinating Board for Higher Education, the State Board of Education, and the University of Missouri Board of Curators launched the Missouri K-16 Coalition in support of high educational standards for all students.

Twenty-two prominent Missourians from the public and private sectors will consider ways to better serve students, create a more comprehensive and coordinated educational system, and raise expectations and performance levels of all students, from kindergarten through the baccalaureate degree.

The coalition is charged with:

- Promoting quality performance standards
- Encouraging faculty agreements on content and expectations in the major disciplines, beginning with mathematics
- Increasing public awareness of the importance of improved student performance
- Supporting full articulation within and across educational sectors
- Identifying strategies for enhanced student performance based upon preparation and ability
- Developing policy recommendations to be shared with the sponsors of the coalition

With the leadership of Mel George, president emeritus of the University of Missouri, the coalition initially will focus on ways to improve the success of Missouri students in mathematics, with emphasis on grades 11 and 12 and the first two years of higher education. Additional projects beyond mathematics will be considered in the future.

Missouri K-16 Coalition

Mel George
Coalition Chair
President Emeritus,
University of Missouri

Roseann Bentley
State Senator

William Berkley
Chief Executive Officer,
Tension Envelop

Marie Carmichael
Chair, Coordinating Board
for Higher Education

Peggy Cochran
Executive Director,
Missouri National
Education Association

Rebecca McDowell Cook
Secretary of State

Mike Cooper
University of Missouri
Extension Retiree

Richard Franklin
State Representative

John Gentry
President,
Positronics Industries

Malaika Horne
Member, University of
Missouri Board of Curators

Dean Hubbard
President, Northwest
Missouri State University

Al Kerth
Executive Director,
Civic Progress

Kent King
Executive Director,
Missouri State
Teachers' Association

Brian Long
Assistant Director
of Policy Development,
Office of the Governor

Wilma Maddox
Member, Truman State
University Board of Governors

Annette Morgan
Member,
National Commission on
Teaching in America's Future

Bob Rogers
Chairman,
Kauffman Foundation

Henry Shannon
Interim Chancellor,
St. Louis Community College

Wayman Smith, III
Vice President of Corporate
Affairs, Anheuser Busch

Russell Thompson
Member,
State Board of Education

Carter Ward
Executive Director, Missouri
School Boards Association

Helen Washburn
President, Cottey College

Governor's Conference on Higher Education

Each year, the governor and the Coordinating Board for Higher Education sponsor the Governor's Conference on Higher Education. The conference brings together college and university governing board members, presidents, administrators, faculty, and students as well as business/industry leaders and state government officials to discuss current higher education issues with state and national scholars.

More than 350 participants attended the 1997 conference, "2020 Vision: Show Me Results," held December 10 and 11 in St. Louis. Pre-conference activities on December 10 included a reception honoring new presidents, hosted by the Missourians for Higher Education (MHE) – a coalition of public and independent college and university presidents. It followed a meeting of MHE, at which the new presidents were recognized and welcomed into Missouri higher education.

Governor Mel Carnahan addressed the conference during the opening session on December 11 at the University of Missouri-St. Louis. He challenged the higher education community to focus on results that produce more, and better-qualified, students.

Joseph Burke, director of the Public Higher Education Program at the Nelson A. Rockefeller Institute of Government, presented findings from a national survey about the use of performance measures in the budget process. He highlighted strengths of Missouri's Funding for Results program.

Bernard Gifford, founder and chief instructional officer of Academic Systems, demonstrated new computer-mediated instructional materials being used by colleges and universities throughout the country. Stephen Katsinas, The University of Toledo, and J. Lee Johnson, The Medical College of Ohio, presented a contextual overview of Missouri higher education. In their report, "Outside Looking In: Comparing Missouri to the Nation," Katsinas and Johnson examine Missouri higher education outcomes and financing relative to other states.

Blanche Touhill, University of Missouri-St. Louis chancellor and a member of the National Commission on the Cost of Higher Education, previewed the commission's findings. CBHE members, state and national educators, state legislators, and business leaders led other conference sessions on student performance, the cost of higher education, national fellowship competitions, and innovative educational delivery models.

Governor's Awards for Excellence in Teaching

In recognition of faculty commitment to excellence in education, the Governor's Awards for Excellence in Teaching were presented to 62 faculty members, each representing a Missouri college, university, or technical/professional school, during the 1997 Governor's Conference on Higher Education.

Governor Mel Carnahan presented the awards to the following honored faculty who were selected by their institutions for their dedication to higher education, their achievements in teaching, and their commitment to public service.

Beth Anderson, SLCC-Forest Park
Marie Bartlett, Saint Louis University
Richard Bell, Jefferson College
James Bogue, University of Missouri-Rolla
J.B. Boren, Missouri Baptist College
Jack Bragg, Kirksville College of Osteopathic Medicine
Richard Bright, Moberly Area Community College
Clydia Case, Blue River Community College
Donald Christy, Logan College of Chiropractic
Ronald Cole, Crowder College
R. Paul Crabb, Truman State University
Joan FitzPatrick Dean, University of Missouri-Kansas City
K. Ann Dempsey, SLCC-Florissant Valley
Bob Derryberry, Southwest Baptist University
Thomas Dougherty, University of Missouri-Columbia
Susan Feigenbaum, University of Missouri-St. Louis
Elijah Fikkema, Drury College
Joyce Foster, State Fair Community College
Ronald Frohwald, Washington University
Richard Nash Frish, Three Rivers Community College
Rhonda Gamble, Mineral Area College
Joseph Geist, Central Methodist College
Homchand Gossai, Culver-Stockton College
Marvin Green, Southwest Missouri State University-West Plains
L. Jane Griffen, Hannibal-LaGrange College
Betsy Griffin, Missouri Southern State College
Robert Hamblin, Southeast Missouri State University
Curtis Hancock, Rockhurst College
Cheryl-Ann Hardy, Columbia College
Sherri Harms, Lincoln University
Elbert Heath, Penn Valley Community College
Sherman Henry, College of the Ozarks
Janice Hooper, Webster University
Rosa Kavanaugh, Ozarks Technical Community College
Reed Kepner, Missouri Valley College
Frank Kessler, Missouri Western State College
Dyke Kiel, Cottey College
Kent Kopecky, Longview Community College
Florence Pfeifer Krause, William Woods University
John Langton, Westminster College
Stephen Larsen, Cleveland Chiropractic College
Iri Lutz, Kemper Military School and Junior College
Cheryl Gregerson Maine, Northwest Missouri State University
Marlene Medlin, Linn State Technical College
Maryann Montgomery, Stephens College
Pauline Nugent, Southwest Missouri State University
Derrit O'Halloran, St. Charles County Community College
David Quesada, Park College
David Sachen, Maple Woods Community College
Jeanette Sanfilippo, Maryville University of Saint Louis
Sherry Schirmer, Avila College
Shirley Luke Schnell, Kansas City Art Institute
Bernard Schroedemeier, SLCC-Meramec
Mary Utley, Lindenwood University
Thurman Vanzant, Evangel College
Janie von Wolfseck, Fontbonne College
Gary Waisner, Central Missouri State University
Elaine Wallace, The University of Health Sciences-College of Osteopathic Medicine
Vicki Wheeler, North Central Missouri College
Doris Jones Wilson, Harris-Stowe State College
H. Patrick Woolley, East Central College
Robert Zebroski, St. Louis College of Pharmacy

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Proprietary School Certification Program

The [Coordinating] Board shall issue certificates of approval to proprietary schools that meet the minimum standards established pursuant to the provisions of sections 173.600 to 173.618 RSMo.

173.604.1 RSMo

The Coordinating Board for Higher Education administers the statutory program that requires proprietary schools in Missouri be certified to operate. The Proprietary School Certification Program is the means through which the Coordinating Board provides this important service to the citizens of the state.

Through the implementation of the program's standards and the outreach activities of the program, current and prospective students, parents, and other interested individuals can have greater confidence in the quality and integrity of the postsecondary educational institutions that offer instruction in the state.

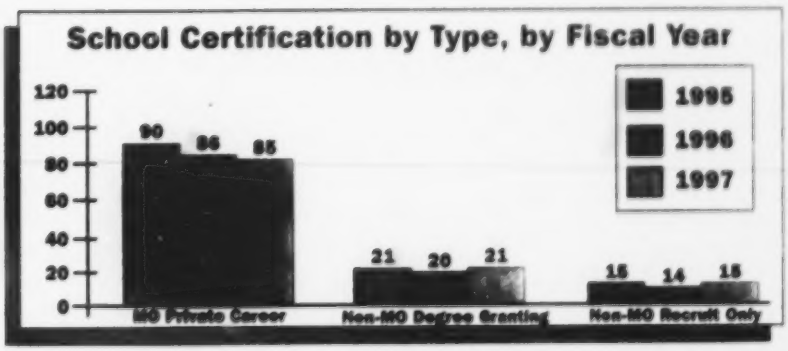
Missouri statutes define a proprietary school as any person (including individuals, corporations, associations, etc.) not specifically exempted that offers or maintains on a for-profit or not-for-profit basis, a course or courses of instruction or study through classroom instruction or correspondence or which grants certificates or degrees.

Consequently, while Missouri-based private, for-profit proprietary schools are within the jurisdiction of the program and comprise the largest number of certified schools, the certification program interacts with a wide variety of postsecondary educational institutions.

The schools under the authority of this program generally fall into three categories: Missouri private career schools, non-Missouri academic degree-granting institutions, and schools that are certified only to recruit students from Missouri.

As the graph of school certifications indicates, a total of 121 schools were issued certificates of approval to operate during FY 1997. As part of the certification process, program staff visited 16 schools to conduct systematic on-site reviews. Current plans include a visit to each Missouri private career school at least once every three years.

In addition to the certification of existing schools, the program staff must review proposals for the establishment of new institutions, review applications for exemption from the requirements of the certification statute, respond to student inquiries and complaints, collect and report institutional and student data, and coordinate school closure activities.

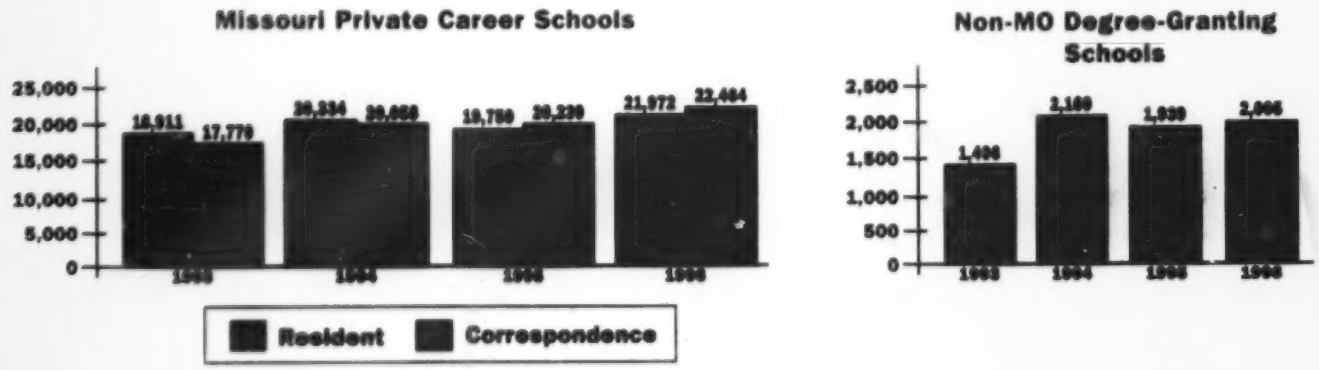


	Number of Schools		
Status of School	**1995**	**1996**	**1997**
Certified – Total	126	120	121
Certified – Initial	10	4	8
Schools Closed	7	7	6
Exemptions Approved	10	6	18

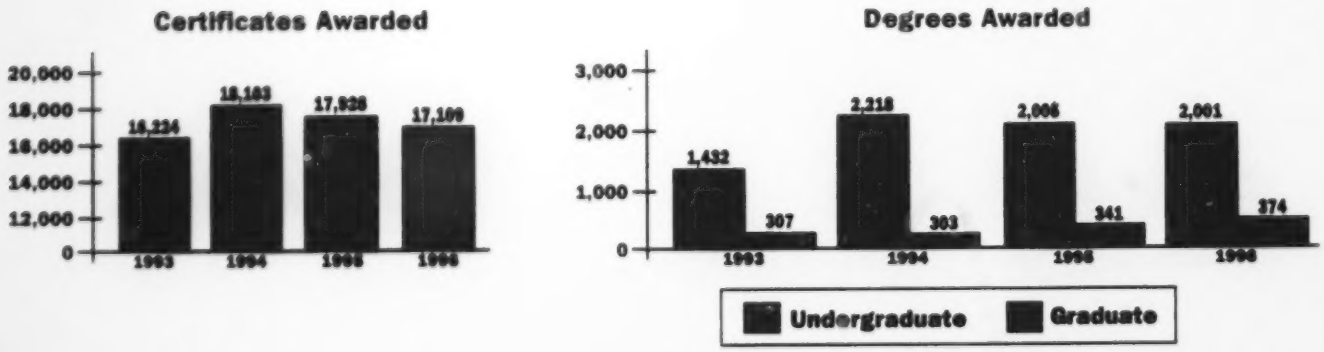
One of the most unique aspects of the Proprietary School Certification Program is its focus on the collection, analysis, and dissemination of information and data about the schools within the program. This data is processed and maintained as a planning and decision-making resource for the schools submitting the data and the Coordinating Board.

The following graphs display trends in student enrollment and completion during the last four calendar years for which data are available. They illustrate both the size of the student population and the diversity of student interest represented by these institutions.

Total Enrollment at Certified Schools



Completions at Certified Schools, by Level



Public Two-Year Colleges

Crowder College
Dr. Kent Farnsworth, President

East Central College
Dr. Dale Gibson, President

Jefferson College
Dr. Gregory Adkins, President

Metropolitan Community Colleges
Dr. Wayne Giles, Chancellor

- Blue River Community College
  Dr. Paul Thomson, President
- Longview Community College
  Mr. Ron Greathouse, President
- Maple Woods Community College
  Dr. Stephen Brainard, President
- Penn Valley Community College
  Dr. E. Paul Williams, President

Mineral Area College
Dr. Dixie Kohn, President

Moberly Area Community College
Dr. Evelyn Jorgenson, President

North Central Missouri College
Dr. Walter Nolte, President

Ozarks Technical Community College
Dr. Norman Myers, President

St. Charles County Community College
Dr. John McGuire, President

St. Louis Community College
Dr. Henry Shannon, Interim Chancellor

- St. Louis Community College at Florissant Valley
  Dr. Patricia Donohue, Acting President
- St. Louis Community College at Forest Park
  Dr. Ron Smith, Interim President
- St. Louis Community College at Meramec
  Mr. Richard Black, President

State Fair Community College
Dr. Stephen Poort, President

Three Rivers Community College
Dr. John Cooper, President

Public Two-Year Technical College

Linn State Technical College
Dr. Donald Claycomb, President

Public Four-Year Colleges & Universities

Central Missouri State University
Dr. Ed Elliott, President

Harris-Stowe State College
Dr. Henry Givens, President

Lincoln University
Dr. David Henson, President

Missouri Southern State College
Dr. Julio Leon, President

Missouri Western State College
Dr. Janet Murphy, President

Northwest Missouri State University
Dr. Dean Hubbard, President

Southeast Missouri State University
Dr. Dale Nitzschke, President

Southwest Missouri State University
Dr. John Keiser, President

Truman State University
Dr. Jack Magruder, President

University of Missouri
Dr. Manuel Pacheco, President

- University of Missouri – Columbia
  Dr. Richard Wallace, Chancellor
- University of Missouri – Kansas City
  Dr. Eleanor Schwartz, Chancellor
- University of Missouri – Rolla
  Dr. John Park, Chancellor
- University of Missouri – St. Louis
  Dr. Blanche Touhill, Chancellor

Independent Two-Year Colleges

Cottey College
Dr. Helen Washburn, President

Kemper Military School & Junior College
Dr. C. W. Stewart, President

Wentworth Military Academy & Junior College
Col. Jerry Brown, Superintendent

Independent Four-Year Colleges & Universities

Avila College
Dr. Larry Kramer, President

Central Methodist College
Dr. Marianne Inman, President

College of the Ozarks
Dr. Jerry Davis, President

Columbia College
Dr. Gerald Brouder, President

Culver-Stockton College
Dr. Edwin Strong, Jr., President

Drury College
Dr. John Moore, Jr., President

Evangel College
Dr. Robert Spence, President

Fontbonne College
Dr. Dennis Golden, President

Hannibal-LaGrange College
Dr. Woodrow Burt, President

Lindenwood University
Dr. Dennis Spellmann, President

Maryville University of Saint Louis
Dr. Keith Lovin, President

Missouri Baptist College
Dr. R. Alton Lacey, President

Missouri Valley College
Dr. J. Kenneth Bryant, President

Park College
Dr. Donald Breckon, President

Rockhurst College
Dr. Janet Sheeran, Interim President

Saint Louis University
Rev. Lawrence Biondi, President

Southwest Baptist University
Dr. C. Pat Taylor, President

Stephens College
Dr. Marcia Kierscht, President

Washington University
Dr. Mark Wrighton, Chancellor

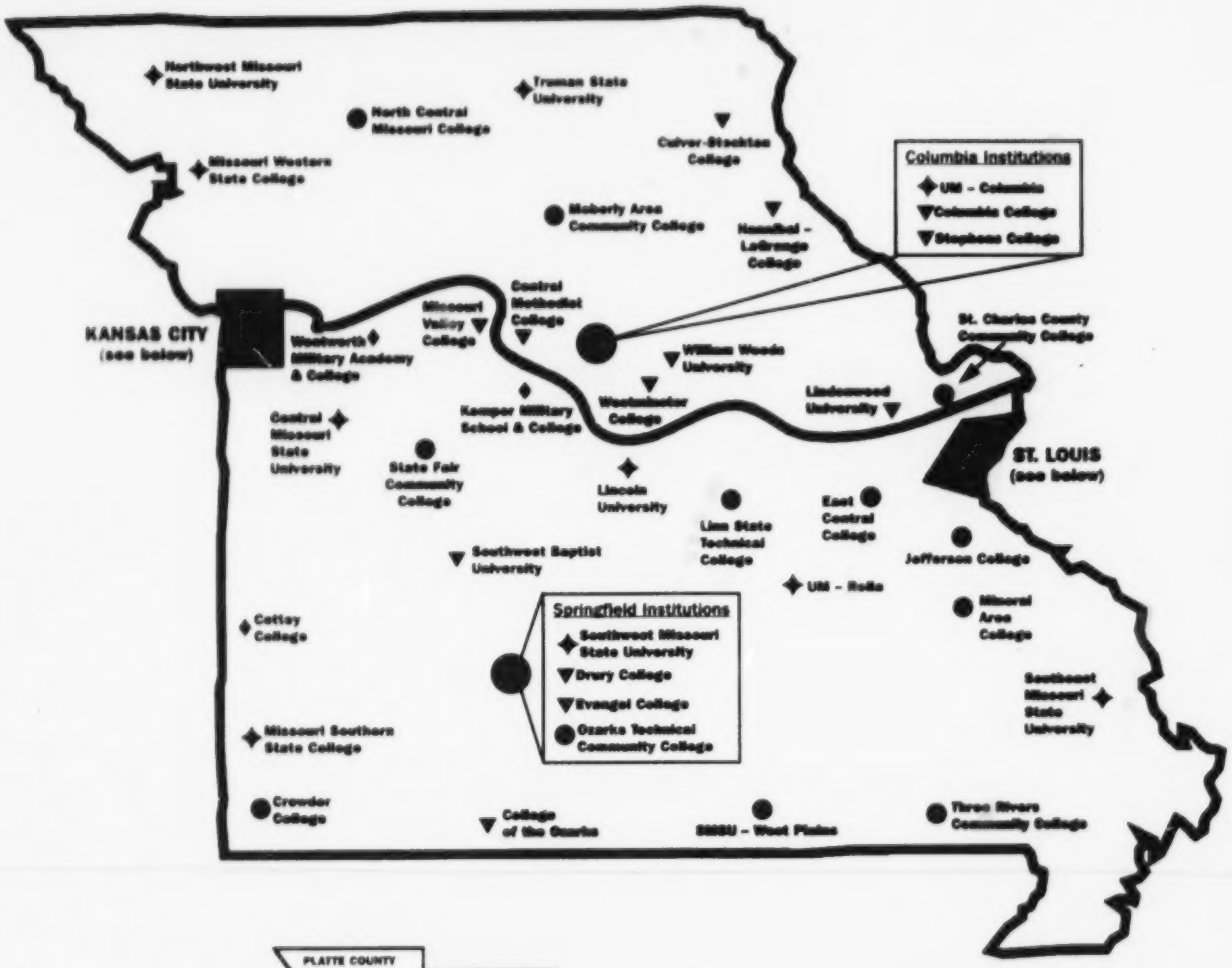
Webster University
Dr. Richard Meyers, President

Westminster College
Dr. James Traer, President

William Jewell College
Dr. W. Christian Sizemore, President

William Woods University
Dr. Jahnae Harper Barnett, President

Missouri Colleges & Universities



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Public Four-Year	Public Two-Year	Independent Four-Year	Independent Two-Year

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